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

QUARTERLY PROGRESS REPORT:
APRIL-JUNE 2013 (FY13, Q3)



JULY 2013

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Cover Photo: IT staff from 7 MACs, drawn from the Wave I institutions and Ministry of Post and Telecommunications, completed a 100 hour professional training course in Systems and Network Administration.

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DISCLAIMER

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ACRONYMS

AM	Asset Management
ASYCUDA	Automated System for Customs Data
AYP	Advancing Youth Program
BOC	Bureau of Concessions
CAG	Controller and Accounting General
CBL	Central Bank of Liberia
CCN	Cooperating Country National
CICTO	Chief Information and Communication Technology Officer
CIO	Chief Information Officer
CMC	Change Management Committee
COP	Chief of Party
CSA	Civil Service Agency
DDG	Deputy Director General
DG	Director General
DoB	Department of Budget
DoR	Department of Revenue
EPA	Environmental Protection Agency (Liberia)
ESS	Employee/Staff Satisfaction Survey
FDA	Forestry Development Authority
FM	Financial Management
FY	Fiscal Year
GAC	General Auditing Commission
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
LICPA	Liberian Institute of Certified Public Accountants
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
MPW	Ministry of Public Works
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
VCMC	Visioning and Change Management Committee
WB	World Bank

EXECUTIVE SUMMARY

This report covers activities and project operations undertaken by the United States Agency for International Development's Governance and Economic Management Support (USAID-GEMS) project from April through June 2013 (FY13, Q3) and provides details on both the implementation of the approved work plan and project management plan (PMP).

During this quarter, USAID-GEMS signed the first Memoranda of Understanding (MOUs) or Letters of Understanding with two Wave II institutions, the Ministry of Health and Social Work (MOHSW) and the Ministry of Youth and Sports (MYS). In these documents, the Liberian counterpart institution agrees to work with the USAID-GEMS functional area teams to begin the initial assessments of each institution's "back office" functions in the areas of Financial Management (FM), Human Resources (HR), Asset Management (AM), Procurement, Information Technology (IT) and Monitoring and Evaluation (M&E).

The functional area advisors in the Ministry of Post and Telecommunications (MOPT), Ministry of Education (MOE), the Environmental Protection Agency (EPA) and the Forest Development Authority (FDA) continued to conduct assessments in order to identify the performance gaps in each functional area. Additionally, Visioning and Change Management Workshops were completed for the MOE, EPA and FDA during this quarter, to prepare these institutions for the transformation that occurs during the implementation of the "solutions packages," which are activities tailored to each counterpart institution's performance improvement needs.

By the end of June 2013, either an MOU or Letter of Understanding had been signed with 15 out of the 17 MACs selected for assistance by the project. Introductory visits were made to the two remaining MACs, the Ministries of Agriculture and Lands, Mines & Energy, to explain the type of assistance that could potentially be provided by the project and to give each MAC a general overview of the next steps in the process, including the signing of the first MOU.

The second USAID-GEMS Technical Committee (TC) meeting was held in this quarter. Representatives from USAID/Liberia, USAID-GEMS, and Government of Liberia (GOL) counterparts comprise the membership of this committee. In the meeting, the USAID-GEMS team gave the attendees a presentation on the achievements of the project since the last meeting and reviewed the Technical Committee's monthly report. In addition, the USAID-GEMS M&E Advisor gave a presentation on the project's performance monitoring approach. He reviewed the purpose of tracking and reporting project deliverables and resulting performance improvements in partner MACs, and explained how such data could be utilized to augment the effectiveness of the project's interventions.

ACHIEVEMENTS

During FY13 Q3, USAID-GEMS advisors followed the approved work plan and actively provided technical assistance to all of the Wave I MACs and began interventions to help close the identified performance gaps in Wave II MACs. This support yielded the following notable achievements:

Objective I, GOL Management Systems

- Due to the technical assistance provided by USAID-GEMS and also interventions by the GOL, all but one of the Wave I MACs are now using automated financial management

systems. QuickBooks has been purchased and installed by the project in the MACs that are not yet on the GOL's own Financial Management (FM) system, the Integrated Financial Management Information System (IFMIS).

- The Monitoring & Evaluation and Financial Management Teams collaborated to conduct a workshop, held at the Liberian Institute of Public Administration (LIPA), for 18 participants on Financial Management Performance Monitoring.
- A first draft of the *Selection and Recruitment Process Manual* with associated tools was completed. This document was validated by 17 HR professionals from the GOL in an interactive work session. This deliverable forms the basis upon which a key intervention in the Human Resources Management (HRM) solutions packages for all MACs is established. It has been turned over to the senior management of the Civil Service Agency (CSA) for review, comments and subsequent launch.
- With the assistance of the USAID-GEMS' Asset Management team, the General Services Agency (GSA) launched the new GOL fleet pilot policy in the nine participating MACs. Preparation for the launch included the creation of a Fleet Budget Committee; meetings with banks, insurance companies and car rental agencies; identification of older vehicles in the fleet in order to sell; and informed eligible participants of their opportunity to purchase vehicles.
- The project collaborated with the Public Procurement and Concessions Commission (PPCC) and the World Bank to finance and present a procurement workshop to about 200 Assistant Ministers of Administration, Internal Auditors, Procurement and Finance Officers of all GOL entities. The USAID-GEMS Procurement Team and PPCC staff served as resources to introduce participants to Procurement Principles, Methods and Planning, and Framework Contracting.
- The USAID-GEMS Team partnered with the PPCC in conducting the annual procurement plan review and approval process for all MACs collaborating with the project. Value was added to this year's exercise by ensuring that (i) the plans captured all procurement-related items in the budget, (ii) the items were properly described (iii) the procurement methods chosen were meaningful and applicable; and (iv) to the extent possible, "draw-down" contracting procedures are used for small value items required during the financial year.
- The USAID-GEMS team conducted a Procurement Auditing workshop for 73 internal audit staff of the Internal Audit Secretariat and some of the MACs under the project's mandate.
- The M&E and Training teams partnered with LIPA and the CSA to advance work on the LIPA Client Satisfaction Survey. The survey is focused on three groups of LIPA trainees that completed their course within the 12 months prior to June 1, 2013. USAID-GEMS will hire data collectors in August to complete the 200 interviews. LIPA will be supported to use the survey findings to assess the success of their training curriculum and make improvements where required.
- The installation and configuration of all infrastructure components of the USAID-GEMS Information Technology solutions package were completed at all Wave I MACs, thus providing the institutions with a safe and secure platform for financial management.

Objective 2, Institutional Capacity of LIPA Enhanced

- Three, of a planned four, accountancy instructors have begun delivering training at LIPA which will lead to a new Liberian accountancy certification program, in collaboration with LIPA and the Liberian Institute of Certified Public Accountants (LICPA).
- USAID-GEMS financed a refurbishment of LIPA's training rooms and facilities. This will help to ensure that LIPA's facilities provide a safe, clean and professional physical environment. These facility upgrades also will increase the number of appropriately-equipped training venues that can support the institution's new course schedule.

Objective 3, GOL Institutions Using ICT More Effectively

- The Minister of Post and Telecommunications hosted a ceremony to award certificates of completion to successful candidates who finished the USAID-GEMS funded Network and Systems Administration training course. USAID-GEMS committed to giving suitable candidates the opportunity to complete the professional certification exams in the Microsoft components of the course.

Objective 4, Management of National Resource Concessions

- A short-term technical assistance (STTA) Forest Economist prepared spreadsheet models that will allow personnel in the National Bureau of Concessions (NBC) to analyze the financial aspects of proposed and existing forestry concessions. The economist also prepared a model that can generate revenue projections for forestry concessions.

Objective 5, Utilizing a National Payment System

mMoney

- Several important milestones were achieved during this reporting period to set a strong foundation for the launch of mobile money (mMoney) as a means for paying salaries to GOL employees in the second half of this year.
- USAID-GEMS completed a successful implementation of the mMoney pilot project with another USAID project, Advancing Youth Program (AYP). AYP was able to pay US\$50 monthly stipends to Ministry of Education (MOE) teachers, some of whom are assigned to very remote counties of Liberia. The pilot program included around 100 teachers in six counties, with 99% of participating volunteers expressing complete satisfaction.
- USAID-GEMS conducted a rigorous cost-benefit analysis that estimated the annual cost to the GOL of making salary payments via check was close to US\$6 million. While two-thirds of GOL employees receive salaries via direct deposit (electronic funds transfer to accounts in the nine commercial banks), the remaining one-third incur substantial costs to GOL in the form of the transport of the cash, as well as in lost productivity as a result of being away from assigned posts in order to receive payment.

Payments

- Testing of the interface between Automated System for Customs Data (ASYCUDA) and the Tax Automation System (TAS) has progressed incredibly well. Since the start of testing from March 21 through May 30, there have been over 25,468 transactions posted, with revenues valued at \$28M posted, and all completely reconciled. This complete reconciliation has never been done before.
- On June 1, 2013, the deployment of the ASYCUDA-TAS interface went live at the Freeport of Monrovia. It is now being used by the CBL teller supervisor to post all ASYCUDA payments into TAS at the close of day. From June 1-25th, there have been 7,800 live transactions posted with a value of \$7.8M. The interface will go live at other collectorates later this year.

I. PROJECT OVERVIEW

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

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

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

Objective 1: Management systems and key organizational functions - such as financial and human resources management, procurement and assets management - of participating GOL institutions conform to international good practice standards.

Objective 2: The institutional capacity of LIPA is enhanced to provide targeted training that will improve the capacity and performance of GOL personnel responsible for key management functions. Through USAID-GEMS support, LIPA also will increase capacity and performance in participating non-government organizations (NGOs) and private sector entities. At the end of USAID-GEMS, LIPA will be a substantially self-sustaining institution and will provide quality instruction and training courses to the GOL and the private sector.

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

Objective 4: Management of natural resource concessions is more efficient, effective, and transparent due to a modified legal framework that clarifies the roles and

responsibilities of relevant GOL institutions, and the introduction of management and oversight tools utilizing automated ICT-based systems.

Objective 5: GOL 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 where feasible.

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

STRATEGIC APPROACH

USAID-GEMS assistance began in 2012 with selected MACs that have central management authority for GOL's processes and procedures and that also provide support and strategic oversight in the technical and functional areas that USAID-GEMS seeks to improve, namely:

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

With the exception of LIPA and the GC, these institutions determine how GOL institutions will undertake various key governmental functions.

Performance improvement initiatives in these central management institutions, named as the "Wave I" counterparts, allow them to both better support and oversee other MACs. Within the CSA, GSA, PPCC, LIPA and NBC, each institution's core functions also were assessed to gauge this capacity, in addition to the USAID-GEMS targeted functional areas of financial management, human resources management, procurement, assets management, IT, and

monitoring and evaluation. This approach allows USAID-GEMS to support these institutions in developing and implementing policies, procedures, and processes across the GOL in a consistent, structured, and accelerated manner. If requisite policies, procedures, and processes did not exist, USAID-GEMS has provided the necessary support for their establishment. To improve management effectiveness and performance, USAID-GEMS also has provided support with IT systems, equipment and technology.

During the third quarter of FY13, USAID-GEMS began its support to the second group of GOL counterparts, called “Wave II,” which included:

- Forestry Development Authority
- Environmental Protection Agency
- Ministry of Health and Social Welfare
- Ministry of Education
- Ministry of Agriculture
- Ministry of Lands, Mines and Energy
- Ministry of Youth and Sports

Including these MACs, the USAID-GEMS project now works with 15 GOL institutions to provide capacity building performance improvement support in the area of management systems and key organizational functions.

Three critical approaches are fundamental to USAID-GEMS project:

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

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

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

USAID-GEMS proposes interventions that form the core of a MOU, which is entered into between the counterpart institutions and USAID-GEMS project. This MOU includes a clear roadmap designed to improve performance in order to reach the stated project and GOL objectives. The MOUs provide guidelines that clarify the roles and responsibilities among partners, which are essential components for effective implementation. USAID-GEMS anticipates that progress on targets contained in the MOUs will be reviewed quarterly and modifications proposed as necessary.

3. Managing change and sustainability.

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

II. PROJECT ACHIEVEMENTS AND PERFORMANCE

ACHIEVEMENTS BY PROJECT OBJECTIVES

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

Financial Management (FM)

At all Wave I MACs, the USAID-GEMS IT solutions package has been implemented and an IT network has been put in place to support effective financial management. There are sufficient workstations for financial management staff to execute their tasks and responsibilities and they are connected to a server on a secure network.

QuickBooks Enterprise Solutions for Non-profits was installed at PPCC, GC, NBC, NIC and LIPA. Company files with the GOL-standard Chart of Accounts and appropriate budget structure for each MAC have been transferred to the MAC's server and can be accessed by key users. Users have been set up on the system with unique access rights assigned to each, which prevents users from executing tasks in QuickBooks outside of their authority. Budget structures have been put in place that break down the GOL budget by departments and projects, and allow for tracking of donor-funded projects.

Spreadsheets have been provided to the counterpart MACs to import QuickBooks data directly to create:

- The Budget Execution Report: The MOF requires a quarterly reporting on Budget Execution, but the MAC will be able to use it on a daily basis to determine budget availability for each line item and each cost center to support very effective budgetary control. This is a powerful tool to prevent overspending on any budget line in any department or project.
- The Statement of Receipts and Payments: The MOF requires this report on a quarterly basis, however USAID-GEMS supported MACs have been encouraged to produce this report on a monthly basis to improve data integrity and timeliness of information available to management.
- The Balance Sheet, Detailed List of Payments and Accounts Payables: These reports are required by the MOF quarterly, but, in order to align the reporting with "best practice" standards, USAID-GEMS has encouraged a monthly reporting cycle.

These reports are generated from data in QuickBooks. With the deployment of QuickBooks at the counterpart institutions, the data integrity has been improved greatly because it is easier to reconcile the report against the source data in QuickBooks. This implemented solution also facilitates auditing of reports since source data is readily available to internal and external auditors. Additionally, USAID-GEMS project advisors have recommended that internal auditors and the General Auditing Commission (GAC) be provided with the QuickBooks database at the end of every month to prevent tampering of the main database.

A performance measurement tool for Financial Management was developed to assess the progress of various activities and produce a monthly report for the MAC leadership, the MAC

Change Management Committee, the USAID-GEMS FM technical team, and the USAID-GEMS technical committee.

PFM Law Compliance, Internal Controls, IPSAS/GOL Accounting Standards

USAID-GEMS has developed a PFM Law compliance strategy for MACs to develop requisite processes; document them in process maps and policies and procedures manuals; update related forms; provide an adequate IT environment to execute the processes; and support the implementation of an internal audit function to test and improve compliance. These processes are compliant with IPSAS Accounting Standards and incorporate greatly improved internal controls and segregation of duties.

Wave I MACs now have the IT hardware and software, processes and forms available to process and account for payments in compliance with the PFM Law. IPSAS/GOL accounting standards and the GOL standard chart of accounts are incorporated in the processes developed by advisors from USAID-GEMS and their GOL counterparts. These are documented in process maps and policies and procedures manuals.

Drafts of all of the above deliverables have been submitted to the Wave I MACs. Some partner MACs have fully validated and finalized these documents, while others are in process of approval. The final steps encompass that each MAC's leader endorse the policies and procedures manual, process maps and updated forms for their agency and then for each agency to fully implement all of the processes. Once this is completed, it will mark the end of the USAID-GEMS "implementation" phase of these solutions and will begin the transition to the following next step of engagement, the "sustaining" phase. The vision is that counterparts will then have the enabling environment, institutional and human capacity to comply fully with the PFM Law.

MTEF Budget Formulation and Execution

The Wave I MACs had been provided with a spreadsheet to prepare Medium Term Expenditure Framework (MTEF) budgets in previous quarters. In this quarter, a revised version was provided to allow for the creation of an entire budget to fund strategic objectives and a budget based on known or anticipated GOL and donor funding. This improved the MAC's ability to compare their funding needs to available funding and either adjust their strategic plans or seek additional GOL or donor funding to close funding gaps.

In this quarter, all of the tools required to control budget execution and prepare the Budget Execution Report, which ensures that no budget lines are exceeded, were in place. IT hardware, QuickBooks software, business processes with internal controls incorporated, updated forms and draft policies and procedures manuals are in place. The project trained financial staff in all the use of all of these tools. While no counterpart has fully adopted the new business processes yet, they all are making progress towards these goals. All of the Wave I MACs anticipate employing the systems fully from July 1, 2013, the beginning of the Liberian fiscal year. The MACs will have the tools, processes and internal controls in place to ensure the FY 2013-14 budget is controlled effectively and that accurate Budget Execution Reports will be available on a timely basis.

Revenue Calculation, Collection and Accounting Processes

Month End Closing and Reporting

All Wave I MACs now have QuickBooks installed with the exception of the CSA, which is on the Integrated Financial Management Information System (IFMIS). These counterpart MACs will be able to prepare the financial statement for the Liberian fiscal year ending on June 30, 2013. They also have the business processes, policies and procedures manual, process maps and forms to guide and support a PFM Law compliant month end closing process commencing July 1, 2013. This activity is dependent upon formal endorsement by each counterpart's leadership.

Cash and Bank Account Management

PFM cash and bank account procedures have been developed for all Wave I MACs and staff have been trained by USAID-GEMS on these procedures. Many of these developed procedures have been implemented fully or partially at the various MACs. A draft "policies and procedures" manual also has been developed, which needs to be formally endorsed by each counterpart's leadership to give legal authority to the Controller to enforce these procedures.

Audits and Internal Controls

The FM team continued to collaborate with the Internal Audit Secretariat (IAS) to ensure that the project provides the necessary technical assistance needed to support the audit functions at the various MACs. CVs are currently being reviewed to hire a short-term technical assistance (STTA) consultant to support the IAS.

Multiple internal controls are incorporated into the new procedures developed. Usually these controls are defined explicitly in process maps and also are incorporated into the processes defined by the developed draft policies and procedures manuals. Also, draft job descriptions for finance staff have been developed to incorporate segregation of duties, which is another key internal control. These await full adoption and implementation by the Wave I counterparts.

Detailed Policies and Procedures Manuals

A detailed Financial Management Policies and Procedures Manual is a critical requirement for a MAC to be PFM Law compliant and execute financial management in alignment with international best practice. The manual describes in detail the procedures that must be followed when executing various financial actions and transactions. Management can then require all staff to follow the procedures which are clear and available to all staff. The manual is an extension of the PFM Law as the law grants the authority to manage the finances of every MAC to each institution's "Head of Agency." Draft policies and procedures manuals have been developed for all MACs and, in most cases, fully validated with counterparts. Formal adoption is in various stages across the counterpart MACs.

Organizational Structure of the Finance Department and Job Descriptions

Revised job descriptions and organizational structure for finance staff have been developed for all Wave I MACs. These documents reflect the changes in duties associated with new IT tools and PFM Law compliant procedures. Changes also have been incorporated to improve segregation of duties as necessary for effective internal controls. Wherever possible, these job descriptions are consistent with CSA policies although several Wave I MACs are autonomous agencies, with staff who are not considered civil servants, and these agencies are not required to comply with CSA policies.

Human Resources (HR)

During this quarter, the USAID-GEMS' HR Management Advisory team focused providing support to the CSA and successfully assisted the Agency in developing the following draft documents:

1. Performance Management System (PMS) Training Plan
2. Employment in the Civil Service: A Guide to Selection & Recruitment

PMS Training Plan

The HR Advisory team continued to provide technical support in preparing the training plan for the Performance Management System (PMS), which was launched by the institution in March 2013. This plan addresses the significance of conducting training for three target groups (HR Staff, Managers/Supervisors, Employees) to support the successful implementation of the PMS. It describes the training methodology, course descriptions and administration, and includes the training module curriculum for three sessions.

1. Module I Session I – Introduction to the Civil Service Performance Management System
2. Module I Session II – The Performance management Process: Timetable and Activities
3. Module I Session III – Performance Appraisals: How to Conduct Effectively

Draft Selection and Recruitment Process Manual (SRPM) & Toolkit

A first draft of a key initiative (Selection and Recruitment Process Manual) with associated tools was completed. Seventeen HR professionals from the CSA, LIPA, GSA, EPA, MOHSW, Ministry of Public Works (MPW), MOJ, MOF, and other key contributors validated the document through an interactive work session. This deliverable forms the foundation for most of the key interventions in the Human Resources Management (HRM) solutions packages for all counterpart MACs. It has been turned over to the senior management of the CSA for review and comment and subsequent launch.

This process manual is geared towards standardizing the selection and recruitment process across the GOL by providing a proper documentation trail of successful candidates being hired in the Liberian civil service. It aims to reinforce the core values of the Civil Service, re-establish a merit-based appointment in the GOL, set guidelines relating to the day-to-day recruitment activities and documentation and provide clarity on the point at which a candidate can be considered an employee of the Government of Liberia and a Certified Civil Servant. This manual contains a process map and 20 tools, of which 12 have been newly designed or enhanced for the proper and easy documentation of the process.

HR Functional Assessments & Validation

The HRM Advisory team conducted and completed HR functional assessments for several Wave II institutions (FDA, EPA and MOPT). Final reports were submitted to each USAID-GEMS institutional focal point. The team also provided support on the validation of the PFMRAF mitigation plan for the Ministries of Education and Health and Social Work and the team submitted reports on this work.

Asset Management

This quarter has been focused on implementation of the Fleet Management data collection processes and practical training using the asset management training modules. The team also

provided technical assistance to support evaluation of AM functions for the USAID-GEMS assessments being conducted at various MACs. Full assessments in this functional area were completed at the EPA, MOPT, FDA, MOE, MOHSW, MOYS and MOA.

- At the GSA, the new fleet pilot policy was launched in the nine participating MACs and the activities included:
 - Final meetings with the Fleet Budget Committee, which was formed to oversee the new fleet policy budgetary requirements.
 - Final meetings with banks, insurance companies and private car hire operators to agree on their participation in the new fleet policy.
 - Working with the GSA to identify the older vehicles within the MAC fleet that could be sold to any government employee or, failing that, the general public, in order to reduce the overall number of vehicles owned by the GOL.
 - All eligible participants of the joint equity scheme in the participating MACs were contacted to inquire as to their interest in purchasing their vehicles.
- In the Wave I MACs, both on-the-job training and small specifically targeted workshops were conducted using the Operational Fleet Guidelines, which has been broken down into training modules.
- Given management turnover in some of the MACs in which USAID-GEMS is working, it has been necessary to re-launch the Asset Management effort with a repeat of the introductory workshops.
- The EPA, which recently signed an MOU with USAID-GEMS as a Wave II MAC, also participated in the Introduction to Asset Management Workshop.

Procurement

Supporting GOL Entities in Procurement Planning and Review of Procurement Plans

USAID-GEMS collaborated with the PPCC and The World Bank to finance and present a procurement workshop for Assistant Ministers (Administration), Internal Auditors, Procurement and Finance Officers of all GOL entities. This benefited about 200 GOL officers who attended in two groups. The USAID-GEMS Procurement Team and PPCC staff served as resources to the GOL attendees. Participants were introduced to Procurement Principles, Methods and Planning, and Framework Contracting.

USAID-GEMS further partnered with the PPCC in conducting the annual procurement plan review and approval process for all entities. They ensured that (1) the plans captured all procurement related items in the budget, (2) the items were properly described (3) the procurement methods chosen were meaningful and applicable; and (4) to the extent possible "draw-down" (i.e.



Procurement Workshop

Framework) contracting procedures were used for small value items required in undeterminable quantities across the financial year.

Procurement Training

The USAID-GEMS team conducted a “Procurement Auditing” workshop for internal audit staff of the Internal Audit Secretariat and some of the MACs under the project's mandate. Seventy-three participants attended the workshop.

The project’s procurement team supported the PPCC and The World Bank in conducting workshops for the private sector to enable them to better respond to bid invitations. Areas covered included the procurement of goods and services, as well as selection of consultants. The workshop also offered the private sector an opportunity to exchange views with the PPCC about the application of the law.

Work with the MACs

The USAID-GEMS procurement team followed up on the earlier assessments of the Wave I MACs, validated the findings and began engaging the following in capacity building at LIPA, NIC, PPCC, GC, CSA and NBC. The engagement focused on finalizing each MAC’s procurement plans to ensure acceptability by PPCC by reviewing their recordkeeping and filing systems (data management). The team expects to work with the GSA in the next quarter.

Procurement Client Perception Survey and Engagement with the PPCC

A “procurement client perception” survey was launched in the quarter and the results are on schedule to be delivered in the next quarter. This will report on the perception of end-users, procurement officers and vendors (service providers) on the implementation of the Public Procurement and Concessions Act (PPCA). Information gathered from the survey will inform the PPCC Annual Forum with stakeholders.

The GEMS Procurement and M&E Teams are working with the PPCC to agree on measurable indicators to assess compliance with the provisions of the PPCA. When these are agreed upon, PPCC staff will be provided the tools to gather, analyze data and generate meaningful monitoring reports for management attention.

Monitoring & Evaluation

Back Office Performance Monitoring Systems

In support of the M&E unit’s overall objective of improving MAC capacity for evidence-based decision-making, the M&E team developed four summary reporting forms, one for each management function in procurement, asset management, human resources and information technology for use by the relevant unit managers in partner MACs. The forms are designed to be completed as self-assessments and shared with the managers’ supervisors, the institution’s change management committee and other project stakeholders. The reporting template focuses on three areas of results: deliverables and other inputs from the USAID-GEMS team including trainings, computers, manuals and other products; use of USAID-GEMS tools, manuals and other products by the MAC; and a section of key performance indicators in each management function that result from the use of the tools. The GEMS M&E team will work with the relevant advisors and the Visioning and Change Management Consultant to develop simple, feasible guidelines for use of the tools and will conduct a series of workshops beginning in the next quarter introducing the forms in Wave I MACs. These workshops will be interactive and will

allow managers at all levels to tailor the forms to their specific measurement and reporting priorities.

Core Service Delivery M&E Systems

CSA

The M&E team met with the HR Manager and the Deputy Director General (DDG) of Policy at the CSA to introduce the GEMS M&E team and secure approval for the initiation of work in developing performance monitoring systems in key project HR priority areas. These areas include the CSA's new Performance Management System, which will begin roll out in the coming quarters. The M&E and HR units at USAID-GEMS will work with the CSA's M&E Director and Performance Management team to update the draft M&E plan for this activity and to develop required tools and reporting formats.

GSA New Vehicle Policy

The M&E Advisor continued to support monitoring of the GSA's New Fleet Policy pilot test. The Advisor reviewed the tracking systems being employed by the GSA staff responsible for implementation of this new policy and made recommendations for the inclusion of additional fields to allow for more precise analysis. The Advisor analyzed the data and produced a sample report for the DG of the GSA of vehicle sales and revenue figures for the past quarter.

PPCC

The M&E and Procurement teams initiated work and made great progress with the PPCC compliance unit on the development of standardized procurement plan monitoring and compliance audit procedures and metrics. Once the PPCC has approved the final list of metrics, the USAID-GEMS team will assist in the development of corresponding tools, analysis guidelines and reporting templates that will make up the complete procurement M&E system. These tools and templates will be utilized by both procurement staff in MACs to monitor their own performance and for standardized reporting back to the PPCC, as well as by the PPCC during their procurement audits of MACs.

LIPA

The M&E and Training teams partnered successfully with LIPA and the CSA to advance the implementation of the LIPA Client Satisfaction Survey. The survey, which will make up the core of LIPA's own M&E systems once they have been developed, is focused on three groups of LIPA trainees that completed their course within the 12 months prior to June 1, 2013. These trainees include government-sponsored, self-sponsored and privately-sponsored participants. USAID-GEMS will hire four data collectors beginning in early August to complete the interviews, which will total almost 200 individuals. LIPA will be supported to use the survey findings to assess the success of their training curriculum and make improvements where required.

MAC Capacity Building

The M&E and FM units partnered in conducting a training focused on building MAC capacity in performance monitoring of FM functions. The training, which combined MAC financial management professionals with M&E officers was attended by 17 individuals representing six Wave I institutions. The training was well-received and scored high marks in perceived usefulness for the majority of participants. Important feedback on the FM performance monitoring tool and the overall feasibility of the USAID-GEMS approach was collected. The training highlighted the need for a simpler tool with detailed step by step written guidelines. This

will be integrated into a revised version of the tool, which will be deployed in the next quarter through on the job training with Wave I MACs.

Information Technology

The installation and configuration of all infrastructure components of the USAID-GEMS Information Technology solutions packages were completed at all Wave I MACs, thus providing the institutions a foundation for a safe and secure platform for financial management. In particular, during the period:

I. Solution packages for PPCC, CSA and GSA were specified, procured and deployed. Items in the solution packages included:

a. PPCC & GSA

- i. Provided professional training for IT staff (PPCC: 1, GSA: 2) in Systems and Network Administration
- ii. Installed an IT network to support core Office of Financial Management (OFM) staff, with extra capacity to extend functionality to other functional areas
- iii. Installed well-structured Local Area Network (LAN) cabling to support core OFM staff, with capacity to expand to other functional areas
- iv. Provided and configured OFM file and application server to safely administer and host OFM applications
- v. Provided workstations for core OFM functional areas (PPCC: 6 workstations, GSA: 7 workstations)
- vi. Created a safe and secure zone for OFM activities on the ICT network
- vii. Enabled shared IT services, including file and document sharing and network printing
- viii. Provided and installed antivirus software (licensed for 3 years) on all OFM workstations
- ix. Provided and installed a Unified Threat Management device to help protect the institutions from cyber-threats and to allow management of scarce internet bandwidth
- x. Provided power supply backup services to the core OFM network to ensure business continuity during short power outages

b. CSA

- i. Provided professional training for 3 IT staff in Systems and Network Administration
- ii. Provided a managed network switch device to complete the existing local area network
- iii. Created a safe and secure zone for OFM activities on the ICT network
- iv. Enabled shared IT services, including file and document sharing and network printing
- v. Provided and installed antivirus software (licensed for 3 years) on all OFM workstations. 50 client licenses were provided, providing coverage for the extended staff network
- vi. Provided and installed a Unified Threat Management device to help protect the CSA from cyber-threats and to allow management of scarce internet bandwidth.

- vii. Provided power supply backup services to the core OFM network to ensure business continuity during short power outages
- c. The IT infrastructure solution pack was deployed at NBC. This had been procured earlier, but could not be installed as their new office buildings were under renovation:
- i. Installed an IT network to support core OFM staff, with extra capacity to extend functionality to other functional areas
 - ii. Installed well-structured Local Area Network (LAN) cabling and networking devices to support all functional areas of the institution
 - iii. Provided and installed wireless network access points for selected areas
 - iv. Provided and configured OFM file and application server to safely administer and host OFM applications
 - v. Provided 4 additional workstations for core OFM functional areas
 - vi. Created a safe and secure zone for OFM activities on the ICT network
 - vii. Enabled shared IT services, including file and document sharing and network printing
 - viii. Provided and installed antivirus software (licensed for 3 years) on all OFM workstations
 - ix. Provided and installed a Unified Threat Management device to help protect the NBC from cyber-threats and to allow management of scarce internet bandwidth
 - x. Provided power supply backup services to the core OFM network to ensure business continuity during short power outages
- d. The table below summarizes the implementation across all Wave I MACs as of June 2013:

Activity	LPA	GC	NIC	NBC	GSA	PPC	CSA	MOPT
Install LAN for OFM	✓	✓	✓	✓	✓	✓	✓	
Install LAN for All Staff			✓	✓			✓	
Deploy OFM File/App Server	✓	✓	✓	✓	✓	✓	✓	
Deploy New Work Stations for OFM	✓	✓	✓	✓	✓	✓	✓	
Create Safe Zone for OFM	✓	✓	✓	✓	✓	✓	✓	
Train IT Staff	✓	✓	✓		✓	✓	✓	✓
Install UPS for Core Network	✓	✓	✓	✓	✓	✓	✓	
Configure Shared Service for Entire OFM	✓	✓	✓	✓	✓	✓	✓	
Configure Shared Service for Entire MAC							✓	
Install QuickBooks	✓	✓	✓	✓	✓	✓		
Deploy Threat Management	✓	✓	✓	✓	✓	✓	✓	
Install Anti Virus	✓	✓	✓	✓	✓	✓	✓	

✓	New infrastructure/service provided
✓	Augmentation of MAC's existing infrastructure
	MAC staff did not attend the training

- e. QuickBooks is installed on all the specified ICT platforms, being: LIPA, GC, NIC, NBC, GSA and PPCC.
 - f. The GSA installation was coordinated with the IFMIS team, who had an imperative to provide IFMIS to the institution by end June 2013
2. On-going support and on-the-job training (OJT) is being provided to all seven Wave I MACs on a continuous basis to ensure that the recently installed ICT platforms are stable and operating effectively, with MAC IT staff suitably empowered to sustain the solutions.
 3. 16 IT staff from 7 MACs, drawn from each of the Wave I institutions (except for NBC, whose candidate was delayed on a visit to the USA) as well as MOPT, completed a 100-hour professional training course in Systems and Network Administration. The curriculum included 3 modules:
 - a. Microsoft Systems Administration on Small Business Server:
 - i. Microsoft Exam 70-169: TS: Windows Small Business Server 2011 Standard
 - ii. Microsoft Exam 70-624: Windows Server 2008 Network Infrastructure,
 - iii. Microsoft Exam 70-640: Windows Server 2008 Network Active Directory
 - b. Cisco Certified Network Associate
 - c. Cyberoam Certified Network and Security Professional
 4. A ceremony was hosted by the Minister of Posts and Telecommunications, at which successful candidates were awarded with certificates of completion. A commitment was given by USAID-GEMS to give suitable candidates the opportunity to complete the professional certification exams in the Microsoft components of the course.
 5. It is noted that MOPT staff attended the professional training course in Systems and Network Administration in their capacity as members of the IT team responsible for the overarching GOL ICT, and not in the capacity of their institution being a part of Wave I.
 6. USAID-GEMS provided advanced technical infrastructure support services to the MOF for the USAID-GEMS provided electronic billboard. The USAID-GEMS IT unit assessed the MOF's request, and troubleshooted the problem, and the issue was rectified without needing to replace any parts. This provided a valuable OJT capacity development opportunity for MOF technical staff.
 7. The international recruitment of a trainer from Ghana to conduct the ITIL Foundation service management course for 60 MAC IT Staff was completed.
 8. IT functional assessments were completed and recommendations developed at three of the Wave II institutions: EDA, FDA and MOPT.
 9. Given that the ICT infrastructure is now largely in place at client MACs, a Management Information Systems Specialist was recruited to the USAID-Gems IT team, tasked with ensuring that the back office application needs of client MACs are fulfilled. The candidate was contracted to start work in July.
 10. Assisted the GC with the conceptualization of the results analysis of the National Governance Survey, which had been conducted on the USAID-GEMS smartphone platform.

11. A specification of requirements to meet the IT needs of the operational functions of LIPA was developed. Bids are to be invited after which an ADS-548 will be developed for approval by USAID.
12. USAID-GEMS convened a meeting with key individuals in the GOL ICT sector to provide opportunities for all parties to discuss their projects, plans and challenges, and to look for opportunities for co-operation and alignment. This roundtable discussion is part of the USAID-GEMS approach to encourage Communities of Practice amongst IT professionals.

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 completed activities leading to the recruitment of STTA consultants. The advisors collaborated with LIPA to move the process forward through the appointment of counterparts who will liaise with USAID-GEMS STTAs:

- Accounting Instructors/Trainers
- Training Program Management;
- Strategic Planning Specialist
- Monitoring & Evaluation Specialist
- Training Cost Analysis Specialist
- Business Development Specialist
- Library Management Systems Specialist
- Gender Mainstreaming Specialist
- Curriculum Development Specialist
- Marketing Specialist

During this quarter, the USAID-GEMS Training Team monitored LIPA's delivery of its training courses and modules, which were supported by USAID-GEMS. A total of 23 (out of 24) training courses were delivered:

- Eleven (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.
- Twelve (12) Long-Term Courses: Internal 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).

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

Development of Training Delivery & Evaluation Tools

As part of a process of enhancing training quality, the USAID-GEMS team provided support in developing standards for course design, course delivery and evaluation. USAID-GEMS also has been building LIPA's training delivery capacity by integrating adult learning methodologies and providing input on course content.

Accountancy Certification Program

Three of the planned four accountancy instructors have started delivering the training leading to the accountancy certification program, in collaboration with LIPA and LICPA. The recruitment of the fourth instructor is ongoing.

Monitoring & Evaluation System for LIPA

The design and installation of a Monitoring and Evaluation system at LIPA is one of the key initiatives and STTA resources will be made available to actualize this activity. However, to ensure that momentum is not lost, the USAID-GEMS team (Training & M&E) held a working session with LIPA staff on the design and installation of the M&E system. The initial brainstorming session focused on sharing views and building consensus around the following key questions: (a) What is a Monitoring & Evaluation System? (b) Why have an M&E System at LIPA? (c) Who will be the key beneficiaries of the LIPA M&E System? (d) How will the M&E System be designed and installed? & (e) How will the M&E System be administered/managed and sustained? A series of follow-up and complementary sessions will be conducted to enhance institutional readiness and creation of a dedicated M&E unit.

Client Perception Survey

The training team, in collaboration with the USAID-GEMS M&E team and LIPA research team, is working on the LIPA "client perception survey" process/exercise. The survey instruments have been developed and approved/accepted by LIPA and CSA. The recruitment of data collectors is being finalized and the survey is scheduled to start early in the next quarter.

The training team has worked diligently to bring in the required STTAs for LIPA capacity building. Three of the four accountancy instructors have already joined the program and have started delivering the training leading to the accountancy certification program, in collaboration with LIPA and LICPA. As usual, the team facilitated communication and contact between the USAID-GEMS technical team and LIPA.

LIPA Refurbishment

Ninety percent (90%) of the first phase of LIPA's refurbishment has been completed. A second phase was requested by LIPA for the refurbishment of its procurement building, as well as to provide additional bathrooms for both women and men. These series of interventions are to give a facelift to LIPA and improve the institution's training rooms and attendant facilities. This will help to assure that LIPA's facilities are conducive to its adult audience, and that they provide a safe, clean and professional physical environment. Refurbishments will also increase the number of appropriately-equipped training venues that can support the institution's new "course schedule" within the limitations of space and budget.



New lights installation in training room



Replacing damaged ceiling at LIPA

Objective 3: GOL institutions are able to use ICT more effectively and efficiently to further Liberia's development objectives as articulated in the National Telecommunication and ICT Policy

- I. USAID-GEMS and MOPT jointly developed a proposal for near-term activities to be supported by USAID-GEMS. The proposal was presented to the Minister Norkeh, of the MOPT, who accepted the recommendations which included:
 - a. fielding TA to develop an National Enterprise Architecture;
 - b. fielding TA to assess and redesign the ICT competency within GOL and to recommend sourcing arrangement for GOL ICT initiatives;
 - c. fielding TA to assess the demand and status of GOL software licenses and to propose an acquisition and asset management plan; and
 - d. assistance with the development of ICT Policies and Procedures that can be introduced into the MACs.
2. USAID-GEMS attended a "Girls in ICT Day" event hosted by Minister Norkeh at MOPT. The USAID-GEMS Gender Specialist STTA spoke at the gathering.
3. Development of the draft IT User Policy Documents is ongoing.
4. TORs were developed for the National Enterprise Architecture design expert, and the Redesign of ICT in GOL expert, and international recruitment is underway, with a short-list of candidates prepared for interviews early in the next quarter.

5. CICTO course development was on-going over the period with a on the creation of training materials. In terms of achievements, the following were developed:
 - a. Case studies
 - b. Capstone activities
 - c. Hand-outs
 - d. Detailed syllabi
 - e. List of reading materials
 - f. PowerPoint presentations for some course materials
6. The Minister of Post and Telecommunications hosted a ceremony at the MOPT, at which successful candidates who attended the USAID-GEMS funded Network and Systems Administration training course were awarded certificates of completion. A commitment was given by USAID-GEMS to give suitable candidates the opportunity to complete the professional certification exams in the Microsoft components of the course, which can be done from within Liberia.

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 National Investment Commission (NIC) in its responsibilities related to concessions, as well as technical support to other concession-granting agencies of the GOL.

Work in the third quarter was concentrated on the forestry sector. A short-term Forest Economist was deployed in Liberia for seven weeks. The economist prepared spreadsheet models that will allow personnel in the NBC to analyze the financial aspects of proposed forestry concessions. The model may also be used to analyze existing concessions. In addition, the economist also prepared a model that can generate revenue projections for forestry concessions.



Zwedru Forestry Concession

As part of the Forest Economist's work, field visits were made to the port in Buchanan, one logging storage yard near the Buchanan port and two logging sites, one in River Cess County and one in Grand Gedeh County. NBC personnel visited the two logging operations along with USAID-GEMS personnel, and FDA personnel joined the visit to the site in Grand Gedeh

County. This gave the NBC and the FDA personnel an opportunity to discuss shared concerns and begin the process of learning to work together.

At the conclusion of the Forest Economist's assignment, a workshop was presented at NBC during which the operation of the models was explained to ten NBC staff members. A summary of the conclusions regarding the commercial forestry sector in Liberia, drawn from the economist's models, was presented to both USAID/Liberia personnel and to a separate meeting of GOL representatives, including personnel from the Office of the President, the MOF, the NBC, the MOA, the FDA and the NIC. USAID/Liberia and project personnel also attended the presentation. The presentation generated significant discussion, and the GOL officials promised to meet, discuss and take action on the consultant's findings.

The Concessions Advisor met with the Chairman of the NIC to plan for hiring a short-term advisor to assist the NIC with development and staffing of a new Concessions and Public-Private Partnership Department.

The short-term rubber and oil palm specialist was deployed and held introductory meetings at the NBC and the Ministry of Agriculture.

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

USAID-GEMS Mobile Money

In this quarter, several important milestones were achieved that set a strong foundation for the launch of mobile money (mMoney) as a payment mechanism for the GOL employees' payroll in the second half of this year.

USAID-GEMS completed successful implementation of a pilot project with another USAID implementing partner, Advancing Youth Program (AYP). AYP was able to pay US\$50 monthly stipends to MOE teachers. The initial AYP disbursements commenced in November 2012 and concluded in June 2013 due to summer recess for the teachers. It ultimately included close to 100 teachers in six counties, with 99% of participating volunteers expressing complete satisfaction.

USAID-GEMS conducted a field trip to Lofa County to conduct interviews with AYP participants which yielded information that virtually all users preferred mMoney to the previous method of payment. The top reason being that the stipends were received instantaneously and reliably on the designated pay day as opposed to having to wait up to three weeks for the physical cash to arrive at remote locations.

It was found that Lofa County has the highest penetration of mMoney in Liberia. Consumer surveys found great dissatisfaction with commercial banks, notably that "system unavailability" was frequently given at bank branches as an excuse not to disburse money to account holders. In addition, banks were open for limited hours and often closed early. In contrast, the mMoney cash points are typically merchants, like general stores, that remained open for business as late as 11 PM on some nights.

Equally significant, AYP found that using mMoney to disburse the stipends was far more economical and transparent. In addition, because most of the processing is electronic, accountability was much higher with less bookkeeping and with total transparency.

USAID-GEMS conducted a rigorous cost-benefit analysis that estimated that the actual annual cost of making salary payments via check was close to US\$6 million. While two-thirds of GOL employees receive salaries via direct deposit (EFT to accounts in the nine commercial banks), the remaining one-third incur substantial costs to GOL in the form of the transport of the cash, as well as in lost productivity as a result of being away from assigned posts. Indeed, some teachers reported requiring as much as a week to travel to the nearest county seat in order to receive their check and then convert it into cash. In addition to lost time, travel costs also imposed great financial hardships on the GOL recipients.

The cost-benefit analysis was presented to all the relevant stakeholders in mid-May and the MOF, in particular, was immediately receptive to employing mMoney to pay GOL salaries. The MOF has asked USAID-GEMS to examine the possibility of using mMoney to disburse pensions, supplemental payments and reimburse other expenses. It may also be possible for some GOL procurements to require mMoney to increase transparency and reduce costs. While some initial work has been done to facilitate the use of mMoney to collect revenues, this effort is temporarily on hold due to an institutional restructuring that will create a free-standing Department of Revenue.

The CSA has agreed formally to authorize a mMoney pilot project, starting with a small group of MOE teacher volunteers. This pilot will essentially follow the same expansion path as the AYP pilot, but requires some minor reprogramming of IFMIS along the same lines as direct deposits to commercial bank accounts (the mMoney accounts are set up at Ecobank, which is partnered with Lonestar).

Once the actual processing of the GOL salaries via mMoney has been achieved, the MOF has committed to launching a second pilot at the Ministry of Youth & Sports (MOYS) for its Youth Employment Program (YEP). YEP disburses between US\$85 to US\$105 stipends to over 3,100 participants.

Finally, Guaranty Trust Bank (GTBank) became the second mMoney provider, receiving its authorization from CBL in June. GTBank has also partnered with Lonestar Cell MTN as its Mobile Network Operator. CBL has stated that the International Bank of Liberia has also applied and authorization is expected in the next quarter.

Central Bank of Liberia Payment Systems

Testing of the interface between ASYCUDA and TAS has progressed incredibly well. Since the start of testing from March 21 through May 30, there have been over 25,468 transactions posted, with revenues valued at \$28M posted, and all completely reconciled. This has never been done before.

On June 1, 2013 the deployment of the ASYCUDA_TAS interface at the Freeport of Monrovia went live. It is now been used by the CBL teller supervisor to post all ASYCUDA payments into TAS at the close of each day. From June 1st -25th, there have been 7,800 live transactions posted with a value of \$7.8M. The interface will go live at other collectorates during the last quarter of this year.

IFMIS_TAS Interface

This interface was developed successfully and deployed at the Ministry of Finance during this quarter and is used to upload all revenue transactions from TAS into IFMIS. At the close of each day, the IFMIS_TAS interface is used to prepare end-of-day export files and places them in a shared folder which is accessed by the IFMIS DBA to import all revenue payments transactions into IFMIS.

Department of Revenue (DOR) Report Portal

The Report Portal was built and deployed to aid analysts in the Data Capture Unit and other sections (Internal Revenue and Customs) to print daily revenue reports and reconcile the days total revenue collections between TAS, SIGTAS, ASYCUDA and IFMIS. Presently, there are up to 50 revenue users accessing the report portal.

Six head tellers from the CBL were trained on data processing, using the ASYCUDA & TAS interfaces. The initiative was made possible through USAID-GEMS in order to assist the Government of Liberia in collecting its revenue on the same day of processing.

Work continues at Roberts International Airport (RIA) for the installation of IB to accept customs and tax payments and enter these payments into the ASYCUDA/TAS interfaced database. The bank has been wired and equipment delivered; testing is on-going and should conclude shortly. Once RIA goes live, USAID-GEMS will outfit the Temple of Justice to be able to accept tax payments there.

USAID-GEMS has completed the roadmap for the automated off-site bank supervision software and submitted this to the CBL. Once funded, the software will facilitate the submission, surveillance and analyses of the returns from the financial institutions that are managed by the CBL through a largely manual process. This has presented both business and operational challenges to the effective functioning of the Regulation & Supervision Department, in terms of late submission, incomplete returns and inaccurate reporting by the banks. These challenges have resulted in a laborious process, resulting in numerous delays and inaccuracies. At the CBL, on the approximately 72 prudential returns received from the commercial banks monthly, there are between 1,500-2,000 errors that must be identified and then returned to the banks to correct. This process involves 18 bank supervisors who could otherwise be productively engaged in the examination of information, not just manual clerical verification of data. In addition, the process takes approximately one month to verify and correct the errors, resulting in a loss of relevance and timeliness that may affect the reliability of the information. This situation poses a serious and potential risk to the effective regulation and supervision of the financial system.

USAID-GEMS presented to the MOF Department of Revenue a Customs wireless transmitter. This equipment will be used by the DoR to enhance revenue collection throughout the region by facilitating transactions to be posted up to 50 km from the MOF in Monrovia.

ACHIEVEMENTS IN CROSS-CUTTING THEMES

Economic Advisory Support to MOF

- Continued with direct economic advisory support to the Minister including preparation of regular briefs on global and national economic outlook and trends.

- Assisted in the preparation of a concept note titled: *Towards Achieving Vision 2030: High Impact Priority Infrastructure Investments for Economic Takeoff*. Based on this concept note, an executive version was prepared and presented to the President for (a) approval of the financing strategies and recommendations needed to implement the priority projects for economic takeoff and (b) that the concept note forms the primary agenda for Economic Management Technical Team (EMTT). The Minister of Finance chairs the EMTT meetings while the President is the chair of the Economic Management Team (EMT).
- Provided technical assistance to the MCC Compact Development Team working on the Constraints Analyses in sectors of the Liberian economy including infrastructure, agriculture, credit access, banking, and land rights.

Training

During the third quarter of FY 2013, USAID-GEMS, continued to conduct training activities with its partners with the objective to build the capacity of the Liberian public sector. The training team keeps managing the USAID official training data base, TraiNet, to track all the training offered to USAID-GEMS partners. Of the 403 participants trained, 322 were men and 81 were women, representing 20% of the total.

The USAID-GEMS team continues to work on increasing female participation in USAID-GEMS sponsored training, mainly through encouragement of partners to identify and lift the obstacles and constraints. The project will incorporate questions relating to those constraints in the next client satisfaction surveys and the answers will hopefully reveal the primary gender-based obstacles. Work will be implemented to try to mitigate these constraints to reduce gender inequalities.

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](#)).”

Gender Considerations

The USAID-GEMS Gender Equality Strategy is to support the economic development of Liberian women and men by enhancing the government’s capacity to implement gender-sensitive performance improvements. USAID-GEMS is focused on interventions that contribute to the empowerment of both women and men in the public sector, and to their equitable access to local and national decision-making processes. This strategy is in line with USAID’s Gender Equality and Female Empowerment (GEFE) Policy, as well as the GOL’s National Gender Policy and the Agenda for Transformation. As the GEFE states, “No society can develop sustainably without increasing and transforming the distribution of opportunities, resources, and choices for males and females so that they have equal power to shape their own lives and contribute to their communities.”

A STTA Gender Specialist joined the USAID-GEMS team this quarter to identify constraints and opportunities for gender-transformative programming in line with USAID-GEMS objectives. The STTA developed a GEMS-wide gender analysis and strategy, as well as functional-level action plans for incorporating gender considerations into each of the project’s five objectives. The GEMS M&E team also collaborated with the STTA to develop gender-sensitive measurement indicators, benchmarks, and targets to track the team’s progress in reaching its gender goals.

Through its support to MAC M&E units, GEMS will likewise be encouraging GOL partner institutions to mainstream gender into their own M&E frameworks, data collection processes and analyses.

USAID-GEMS is encouraging the efforts of its partner MACs to increase opportunities for both men and women to enter the public sector, and to encourage girls to consider careers in sectors traditionally seen as “male.” Through its support to the CSA, the GEMS HR team is assisting to establish HR standards that will enhance gender equity and equality across the GOL. In this quarter, the HR team completed the draft Selection and Recruitment Process Manual, which outlines the steps for the fair and transparent hiring of public sector employees. In tandem with the Human Resources Policy and guidelines, developed with GEMS support, this manual will increase the probability of recruitment based on merit and the potential for qualified female candidates to assume professional positions within the government. A greater number of women in the public sector will, in turn, contribute to the increased probability of inclusion of women’s perspectives in public policy, procedures, service design and implementation.

USAID-GEMS’ advisors also are working to shine a light on gender issues through their interactions with GOL counterparts. In addition to incorporating gender-related questions into their assessments, the USAID-GEMS team is making a concerted effort to include gender considerations on meeting agendas and in discussions with GOL counterparts and Communities of Practice. The Visioning and Change Management process provides many opportunities to capitalize on the synergy of men and women’s perspectives. Advisors actively encourage women to participate in the Visioning and Change Management workshops and to serve as representatives on the Change Management Committees.

In this quarter, the TraiNet database, which tracks the overall number of participants in USAID-GEMS workshops and trainings, recorded that 81 (20%) of the 403 people trained over this period were female. The USAID-GEMS training team is committed to achieving gender parity in its training programs, and to enhancing trainers’ awareness of gender considerations. The team is recruiting a Gender Mainstreaming Specialist who will develop LIPA’s capacity to mainstream gender-responsive issues and concerns into training, research and consultancy programs. Recruitment for the Gender Mainstreaming Specialist began this quarter. USAID-GEMS anticipates that the selected consultant will be fielded early in the next quarter.

Throughout this quarter, USAID-GEMS advisors served as mentors to the 14 members of the President’s Young Professionals Program (PYPP), Class IV. The class, which includes five women, is sponsored by USAID-GEMS and posted at the MOF’s Department of the Budget. These young leaders are benefiting greatly from the professional insights and support of the USAID-GEMS mentors, which include a number of Liberian female role models in the financial management sector.

Human Resources internal to the USAID-GEMS project includes female and male staff members on interview panels, and the project is committed to continuing to identify female Liberian professionals to fill leadership positions.

Change Management

Workshop Planning, Preparation, and Delivery to EPA & FDA:

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

- Review the institution's mandate based on Legislative Acts or other legal documents;
- 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;
- Identify 3-5 major initiatives for the entity to pursue in the next fiscal/calendar year;
- Introduce change management as an essential program for 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; and
- 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; and 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 along with detailed action plans for each of the 3-5 initiatives identified; and
- Business plan outlines and to support detailed plan development.

Wave II institutions which will be scheduled for the delivery of these workshops in the next quarter are:

- MOA

- MOHSW
- MOYS
- MOLME
- PPCC

M&E METRICS

The USAID-GEMS project does not have quarterly targets for any of its current PMP indicators. However, the project conducted a comprehensive comparison of projected achievements against annual and life of project targets in preparation for its annual workplan sessions with USAID and the GOL early in the fourth quarter of FY 2013. Based on this analysis, the project quantified its achievements against the PMP in the following areas:

- 15 are on track to meet targets for FY 2013
- 7 indicators have targets that have been exceeded, in many cases substantially such as in training
- 2 represent activities that GEMS is no longer supporting

While the project may miss some of its targets for indicators for FY 2013, the shortfalls will be made up in FY 2014 -2015 as delayed interventions are implemented and MAC capacity is built as a result of project support.

Challenges in Meeting PMP Targets

Many of the indicators selected by USAID-GEMS require the adoption of policies, new behaviors and attitudes that are outside of the direct control of the project. While USAID-GEMS provides all of the tools and technical support to allow our GOL partners to implement agreed upon performance improvements, change in many of these areas takes time and is dependent on institutions and individuals to make the conscious decision to implement what may be in many situations substantial changes to business as usual. USAID-GEMS' advisors and specialists will continue to provide the long-term support, primarily through on the job training, required to ensure that the project's MAC partners can make the necessary improvements for compliance with key GOL laws, policies and regulations reflecting international best practices.

As part of the most recent review, several indicators were identified that are no longer within the project's area of responsibility. These include indicator I.3-1: Program Management Office (PMO) established at MOPT and providing services, which reflects an activity that has been taken over by the World Bank and I-6: # of new and revised concessions agreements that meet improved GOL standards, which was developed for anticipated Concessions programming that is no longer in the project's workplan. These indicators will be removed with USAID approval when the PMP is reviewed at the end of the fourth quarter in FY 2013. In addition to the removal of several indicators and modifications to targets that were set when the project envisioned supporting a larger number of institutions, new indicators will be proposed to reflect additional key areas of project activity.

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	10	0	Baseline survey in process
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	20	0	Data collection for this indicator will take place beginning Q1 FY 2014
I-3	% of surveyed LIPA clients that report satisfaction with training quality	Custom	# of MACs	N/A	2012	TBD	30	0	Survey will be conducted Q4 FY 2013
I-4	Number of MACs that have successfully deployed an e-Government activity with project support	Custom	# of MACs	N/A	2012	0	3	1	Project support to MAC websites will begin in Q1 FY 2014
I-5	% change in GOL fleet expenditures	Custom	% change	N/A	2012	0	-10	0	Data will be available after end of fiscal year. Significant results in reduced expenditures are not expected until the new vehicle policy is rolled out beyond the pilot MACs.
I-6	# of new and revised concessions agreements that meet improved GOL standards	Custom	# of concessions	N/A	2012	0	2	0	Project is no longer supporting revisions to agreements. This indicator will be removed from the project PMP during next revision

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
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	Baseline survey in process
I-8	Number of Executive Branch Personnel Trained with USG Assistance	Custom	# of personnel	Sex	2012	0	300	729	Building on previous training successes, in Q3, trainings conducted were focused on: Visioning and change management for EPA and FDA, capacity building workshop for PPCC, selection and recruitment manual for the CSA, financial management performance monitoring for Wave I MACs, Introduction to Asset Management, on the job trainings in financial management and asset management, vehicle and generator preventive maintenance, IT system Administrative training
				Male		0	210	594	
				Female		0	90	134	

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
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	12	CICTO training materials completed (1), Revised HR Standing Orders and the GOL-approved Performance Appraisal System completed and circulated through a workshop (1), OGI Billboard was brought on-line (1), and Asset Management Guidelines were completed (1). Deployment of IT solution packages in all Wave I MACs (7) has been completed; ASYCUDA/TAS has been implemented in Freeport (1)

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
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	6	0	This indicator requires that MACs implement substantial changes to their FM systems, which is being supported through substantial on the job training and a large number of USAID-GEMS deliverables including IT solutions, spreadsheets, process maps, revised policies and procedures and other supports. 4 of 7 MACs have received revised policies and procedures, 6 of 7 are using new spreadsheets and 5 of 6 can run financial reports utilizing QuickBooks.
I.1-3	# of Liberian Young Professionals deployed to MACs with USAID-GEMS support	Custom	# of people	Sex	2012	0	14	14	The 14 Liberian Young Professionals are now stationed at the Ministry of Finance in the department of Budget. USAID-GEMS Advisors have volunteered to serve as mentors for the PYPs
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	6	0	5 MACs will be able to run their annual financial reports with QuickBooks this month.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
I.1.1-2	# of MACs with auditable Financial Management (FM) systems	Custom	# of MACs	N/A	2012	0	2	0	Financial management team continues to provide intensive OJT in all institutions to improve the audit ability of FM systems
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	6	0	2 MACs have 100% of staff trained. Indicator requires formal approval of new policies and procedures, which has not yet been achieved
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	2	0	Capacity of PPCC compliance team being developed to undertake standardized assessments. Procurement Assessments will not be conducted until next project year
I.1.2-2	% of staff receiving performance appraisals in last 12 months	Custom	% of staff	N/A	2012	0	10	0	Pilot MACs are being identified for PMS test
I.1.2-3	% change in number of vehicles in operation fleet	Custom	% change	N/A	2012	N/A	-10	-03	8 vehicles sold in NVP by the GSA to date.
I.1.2-4	# of PMS systems established or strengthened in MACs with USAID-GEMS support	Custom	# of PMS	N/A	2012	0	8	1	The GSA's PMS for the new vehicle policy is generating information on fleet sales that is being utilized by the DG for planning purposes.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
I.1.2-5	# of MACs with IT systems that are assessed as IFMIS ready	Custom	% of MACs	N/A	2012	0	8	6	The computers and infrastructure platforms are now in place for all 7 Wave I institutions with configuration and hand over complete in 6. IT staff have completed professional training in administration of the new systems in IT in 8 MACs.
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	10	0	M&E System Design will begin in Q4
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	4	8	LIPA has offered 8 new trainings resulting from the Training Needs Assessment supported by USAID-GEMS: Managing the Boss, Customer Service, Purchasing & Supply Management, Marketing Management and Banking & Finance., Marketing Management, Development Planning and Development Management.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
I.2.1-2	# of international certification trainings that include preparatory testing	Custom	# of trainings	N/A	2012	0	1	0	Two TCNs trainers are on board, one is expected to be in by July and the other by the end of July. Accounting course leading to certification will begin the first week of July.
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	LIPA's strategic plan will be completed in Q4 (the negotiations with the consultant on going)

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
I.2.2-2	# of training courses developed or revised by LIPA curriculum developers	Custom	# of trainings	N/A	2012	0	3	24	A total of 24 courses have been developed (5 new courses) or revised (19 revised) during the year to date. 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 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)

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
I.2.2-3	% of LIPA services assessed by LIPA M&E unit annually	Custom	% of services	N/A	2012	0	10	0	The Satisfaction survey, when complete, will provide data on a large number of LIPA courses
I.2.2-4	% change in LIPA revenue from new sources	Custom	% change	N/A	2012	0	5	0	LIPA revenue data are not yet available
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	World Bank is now responsible for the PMO. This indicator will be removed during the next revision of the project PMP.
I.3-2	# of MACs with a USAID-GEMS trained CIO	Custom	# of MACs	N/A	2012	0	4	0	Training materials are ready but course has not yet been conducted. CICTO hiring is directly affected by the GOL budget. To date, no CICTO has been hired
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	2	0	Work on this indicator is outside of the current GEMS workplan. It will be deleted with USAID permission in FY 2014.
I.4-2	Concessions M&E policies and procedures manual developed and approved	Custom	Y/N	N/A	2012	N	Y	N	Draft documents have been submitted to the NBC to guide the process. Work on this indicator is on hold pending development of new Advisor's work plan. It will resume in Q1 FY 2014.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1.4-3	National concessions cadastre designed	Custom	Y/N	N/A	2012	N	Y	N	The National cadastre roadmap has been completed. Terms of reference were drafted and announced. CVs were submitted in response to the solicitation and are being received. The actual analysis needed in preparation for the design of the national concessions cadastre should begin in Q4 2013.
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards									
1.5-1	# of GOL employees paid via mobile money (in thousands)	Custom	# of GOL employees	Sex	2012	0	.25	0	200 non-GOL employees have been paid as part of preparatory pilot tests of mobile money salary payments.
				Male		0	.17	0	
				Female		0	.08	0	
1.5-2	% of GOL revenues payments transferred via electronic payments	Custom	% of payments	N/A	2012	0	20	0	\$7.8 million processed in June 2013. Percentage is hard to calculate due to limitations in GOL financial data collection. This indicator will be converted to total \$ value with USAID approval. At least 90% of payments at the Freeport are via the TAS_ASYCUDA interface.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1	Number of USG supported anti-corruption measures implemented (2.2.4-7)	F Indicator	# of measures	N/A	2012	N/A	4	6	Five MACs can run their financial reports using IT FM tools. These include: NBC, NIC, PPCC, GC and LIPA.
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	620	In Q3, trainings conducted were focused on; Visioning and change management for EPA and FDA, capacity building workshop for PPCC, selection and recruitment manual for the CSA, financial management performance monitoring for Wave I MACs, introduction to asset management, on the job trainings in financial management and asset management, vehicle and generator preventive maintenance, IT system Administrative training
				Male			350	485	
				Female			150	135	

3	# of government officials receiving USG-supported anti-corruption training (2.2.4-2)	F Indicator	# of officials	Sex	2012	N/A	100	205	In Q3, USAID-GEMS in collaboration with PPCC conducted Capacity building workshop for DMAs, heads of finance, heads of Procurement and Internal Auditors, The Asset management team introduced asset management and vehicle and generator preventive maintenance to EPA, FDA CSA etc. On the job trainings were conducted in financial management in the areas of bank reconciliations, cash and QuickBooks
				Male			70	165	
				Female			30	40	

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.	0	Baseline survey in process			10	0
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.	0	Data collection for this indicator will take place beginning Q1 FY 2014			20	0
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	0	Survey will be conducted Q4 FY 2013			30	0

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)
				with LIPA.						
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.	0	Project support to MAC websites will begin in Q1 FY 2014			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.	0	Data will be available after end of fiscal year. Significant results in reduced expenditures are not expected until the new vehicle policy is rolled out beyond the pilot MACS.			-10	0
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.	0	Project is no longer supporting revisions to agreements. This indicator will be removed from the project PMP during next revision			2	0
I-7	0	Data for this	0	Data for this indicator	0	Data for this			TBD	

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)
		indicator are not available pending completion of mobile money pilot activities		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.		indicator was collected as part of the mobile money cost benefit analysis completed in the previous quarter. Targets will be set once GOL roll-out plan is complete.				
I-8	214	Topics covered in Q1 FY 2013 focused on orientation to the Liberian PFM law and training in use of the FM software package QuickBooks. An additional workshop was conducted 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	235	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	404	In Q3, trainings conducted were focused on: Visioning and change management for EPA and FDA, capacity building workshop for PPCC, selection and recruitment manual for the CSA, financial management performance monitoring for Wave I MACs, introduction to asset management, on the job trainings in financial management and asset management, vehicle and generator preventive maintenance, IT			300	729

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)
		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.		delivery, and 35 MAC participants in "in-service" procurement training. Two intensive workshops on Fleet and Asset Management Tools, Introduction to Asset Maintenance		system Administrative training				
M	161		271		323				210	594
F	53		54		81				90	135
IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved										
I.1-1	0	Anticipated results in this indicator for Q2 2013: Automated Financial Management systems deployed	4	CIO training materials completed, Revised HR Standing Orders and the GOL-approved Performance Appraisal System	8	Deployment of IT solution packages in all Wave I MACs (7) has been completed; ASYCUDA/TAS has been implemented in Freeport			10	12

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)
		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		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	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	0	More progress has been made through OJT in building MACs capacity for this indicator.			6	0

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)
				place in early Q3 as the IT solutions packages are deployed. The tool for data collection for this indicator was completed.						
1.1-3	0	All the vetting and selection process was completed in December 2012. The official hire date will be in the first week of January 2013.	14	14 Liberian Young Professionals have been hired and deployed at the Ministry of Finance in the department of Budget	0	The 14 Liberian Young Professionals are now stationed at the Ministry of Finance in the department of Budget. USAID-GEMS Advisors have volunteered to serve as mentors for the PYPs			14	14
IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency										
1.1.1-1	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 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	0	5 MACs will be able to run their annual financial reports with QuickBooks this month			6	0

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)
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	0	Financial management team continues to provide intensive OJT in all institutions to improve the audit ability of FM systems			2	0
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 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	0	2 MACs have 100% of staff trained. Indicator requires formal approval of new policies and procedures, which has not yet been achieved			6	0
IR I.1.2: Targeted management functions of GOL institutions strengthened										
I.1.2-1	0	Work with the PPCC in procurement PMS including MAC assessment of procurement compliance will begin in Q3 of 2013	0	Work with the PPCC in procurement PMS including MAC assessment of procurement compliance will begin in Q3 of 2013.	0	Capacity of PPCC compliance team being developed to undertake standardized assessments. Procurement Assessments will not be conducted until			2	0

USAID-GEMS Performance Indicator Data Table: FY 2013

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						next project year				
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.	0	Pilot MACs are being identified for PMS test			10	0
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.	-0.03	8 vehicles sold in NVP			-10	-0.03
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	1	The GSA's PMS for the new vehicle policy is generating information on fleet sales that is being utilized by the DG for planning purposes.			8	1

USAID-GEMS Performance Indicator Data Table: FY 2013

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				for monitoring of the new vehicle policy pilot test.						
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 I MACS. The configuration of these computers for 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.	6	The computers and infrastructure platforms are now in place for all seven Wave I institutions with configuration and hand over complete in 6. IT staff have completed professional training in administration of the new systems in IT in 8 MACs.			8	6
IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened										
I.2-1	0	Baseline data on this indicator are expected to be collected beginning in late Q2 of 2013.	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.	0	M&E System Design will begin in Q4			10	0

USAID-GEMS Performance Indicator Data Table: FY 2013

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IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved										
I.2.1-1	3	A total of new three courses - Marketing Management, Development Planning and Development Management - were offered by LIPA during the quarter as a result of the Training Needs Assessment conducted with USAID-GEMS Assistance. Capacity building activities to strengthen LIPA's curriculum revision and development capacity will continue throughout 2013.	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	0	Due to the course schedule, new courses won't start until next quarter. New courses listed for last quarter are ongoing			4	8
I.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	0	Two TCNs trainers are on board, one is expected to be in by July and the other by the end of July. Accounting course leading to certification will begin the first week			1	0

USAID-GEMS Performance Indicator Data Table: FY 2013

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				2013.		of July.				
IR 1.2.2: Institutional sustainability of LIPA enhanced										
I.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.	0	LIPA strategic plan will be completed in Q4 (the negotiations with the consultant on going)			Y	
I.2.2-2	0	The review and initial revisions of six courses was begun during the first quarter. These courses included: M&E, Human Resource Development, Procurement Management, Public Procurement Management, Basic Procurement In-Service Training, and Records Management. Additional revisions will be undertaken of these and other courses in coming quarters in order to bring them in line with best	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	0	It was agreed with LIPA to concentrate on the following courses during the next round of revisions: <ul style="list-style-type: none"> • Work Planning • Managing the Boss • Customer Service • Internal Audit • Internal Controls • Public Sector Finance • Records Management • Office Management • Professional Adm. & Management • Public Financial Management • Human Resource Management Level 			3	24

USAID-GEMS Performance Indicator Data Table: FY 2013

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		practices.		Long-Term Courses: Internal 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				
I.2.2-3	0	LIPA M&E unit and system are yet to be formed. This is expected to begin in QII 2013 with M&E data collection expected in Q3.	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.	0	The Satisfaction survey, when complete, will provide data on a large number of LIPA courses			10	0

USAID-GEMS Performance Indicator Data Table: FY 2013

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				STTA will be recruited in Q3 to help develop and deploy the LIPA M&E system.						
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	0	LIPA revenue data are not yet available			5	0
IR 1.3: Expanded Public sector use of ICT linked to development objectives supported										
1.3-1	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	0	World Bank is now responsible for the PMO. This indicator will be removed during the next revision of the project PMP.			Y	
1.3-2	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.	0	Training materials are ready but course has not yet been conducted. CICTO hiring is directly affected by the GOL budget. To date, no CICTO has been hired.			4	0
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively										
1.4-1	0	STTA is being recruited to assist in revisions of the formulas. Results	0	An STTA has been interviewed and should be brought in in Q3 2013 to work on these formulas.	0	There was a delay in hiring the STTA. He will begin early in Q4 2013			2	0

USAID-GEMS Performance Indicator Data Table: FY 2013

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		are expected in Q3 2013		Application of these formulas will be dependent on the review and/or granting of concessions by the GOL.						
1.4-2	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.	N	Work on the manual is delayed pending approval of concessions work plan.			Y	
1.4-3	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.	N	The National cadastre roadmap has been completed. Terms of reference were drafted and announced. CVs were submitted in response to the solicitation and are being received. The actual analysis needed in			Y	

USAID-GEMS Performance Indicator Data Table: FY 2013

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						preparation for the design of the national concessions cadastre should begin in Q4 2013				
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.	0	USAID-GEMS work in facilitating mobile money salary payments for staff of the Advancing Youth project has resulted in 83 non-GOL teachers paid in 5 Counties. Work in implementing mobile money payment to 21 GOL teachers is on-going and should produce results before the end of quarter Q4.			.25	0
M	0								0.19	0
F	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	0	\$7.8 million processed in June 2013. Percentage is hard to calculate due to limitations in GOL financial data collection. This indicator will be			20	0

USAID-GEMS Performance Indicator Data Table: FY 2013

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				with a value of over \$4M to be processed by the end of the pilot test in April of next quarter.		converted to total \$ value with USAID approval. At least 90% of payments at the Freeport are via the TAS/Asycuda interface.				
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.	6	Five MACs can run their financial reports using IT FM tools. These include: NBC, NIC, PPCC, GC and LIPA. In addition, AYCUDA/TAS interface was brought online at Freeport and processed \$7.8 million in payments in June 2013			4	7
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	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	620	In quarter Q3, trainings conducted were focused on; Visioning and change management for EPA and FDA, capacity building workshop for PPCC, selection and recruitment manual for the CSA, financial management performance monitoring for Wave			500	1133

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		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.		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		I MACs, introduction to asset management, on the job trainings in financial management and asset management, vehicle and generator preventive maintenance, IT system Administrative training				
M	193		200		485				350	878
F	72		48		135				150	255

USAID-GEMS Performance Indicator Data Table: FY 2013

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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	205	In Q3, USAID-GEMS in collaboration with PPCC conducted Capacity building workshop for DMAs, heads of finance, heads of Procurement and Internal Auditors, The Asset management team introduced asset management and vehicle and generator preventive maintenance to EPA, FDA CSA etc. On the job trainings were conducted in financial management in the areas of bank reconciliations, cash and QuickBooks			100	394
M	105		40		165				70	310
F	40		4		40				30	84

III. PROJECT CHALLENGES

Financial Management

While most Wave I MACs have draft Financial Management Policies and Procedures Manuals, process maps, forms, organizational structure, and job descriptions for the finance area, they are still under review by many counterparts and need to be formally adopted and endorsed by the heads of agency.

Human Resources Management

Although the HR Advisory team continues to make some stride toward implementation of its key solutions, the team is currently being confronted with several constraints which include observations of lack of ownership, urgency, and commitment. There is not enough engagement or show of ownership of documents as institution-produced documents. Interest and initiative is seemingly low as review teams have competing priorities and fully booked schedules. Scheduling regular review meetings has been difficult.

Since the HR team is working collaboratively in support of the institution, it is paramount that key tasks be accomplished by members of the institution in order to finalize these key initiatives. The HR team has recognized this constraint and will begin to assign key task(s) to team members, request regular status update and also allow additional time to accommodate the limited human resources available.

Asset Management

At the GSA, the Fleet Policy pilot was launched and implementation begun. During this period the Director General was often traveling with the President, both nationally and internationally. Her absence had a considerable impact on slowing the progress of the pilot launch.

LIPA

The USAID-GEMS team continues to provide extensive support and one-on-one coaching and mentoring. However, this effort had a lot of challenges due to miscommunication from LIPA Training Division regarding the implementation of the MOU. Efforts to visit class rooms to assess training delivery using adult methodology were stalled with various procedural issues.

LIPA has lacked a set of standards for training design, delivery and evaluation. Accordingly, the USAID-GEMS team has proposed standards in these areas and has provided hands-on consulting to assure adherence and commitment to training quality standards. These standards are still evolving and will need quality control by LIPA and USAID-GEMS Objective 2 team members.

Concessions

Lack of resources, such as basic technical infrastructure, at the NBC hinders the organization from fulfilling its mission. This issue may be addressed by USAID-GEMS but the GOL also must work to address these constraints.

IV. WORK PLAN FOR NEXT QUARTER

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
Financial Management					
ICT Infrastructure to support financial management					
Upgrade Hardware and Basic Infrastructure This is completed at all Wave I MACs, just beginning for Wave II MACs	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)				# of MACs utilizing financial management software tools or IFMIS for financial management
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)
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.				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
Develop, document and implement improved MTEF Budget execution processes	Accurate budget vs. actual reports available Tools available to create accurate budget vs. actual reports				# 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)
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 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 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				
Develop, document and implement improved processes for archiving of financial documents and electronic data	Process Map of updated process. Assets needed to secure documents procured or plans made to procure Assets 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				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
Implement the use of the GOL standard Chart of Accounts Completed	GOL standard chart of accounts is in use				
Cash and Bank Account Management					
Develop, document and implement improved cash handling and management processes.	Process Map of updated processes. Adequate safe procured or plans made to procure. Cash reconciliation spreadsheet. Agency has the capacity to manage and control cash as per the 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)
Develop, document and implement improved bank account management and control processes.	Process Map of updated process. Bank reconciliation spreadsheet. Agency has the capacity to manage and control bank accounts as per the PFM Law requirements				
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)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
<p>Conduct a PFM law compliance audit to ensure full compliance improve processes if necessary</p> <p>PFM Law compliance is incorporated in all processes</p>	<p>Assurance provided to stakeholders that the agency processes ensure full compliance with the PFM Law</p> <p>Assurance that the agency's processes ensure full PFM Law compliance</p>				
Audits and Internal Controls					
Incorporate effective Internal Controls in all financial management processes	<p>Effective internal controls will be in place and documented in process maps and P&P Manuals</p> <p>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</p>				<p># of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)</p> <p># of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)</p> <p>Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)</p>
Develop the human and institutional capacity of the Internal audit function and team	Additional materials and training provided to the Internal Audit Secretariat				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
Develop a policies and procedures manual, improve audit trails and improve archiving to ensure the agency and be audited by external auditors	<p>Detailed Policies and Procedures Manual including details of procedures not covered in the general MOF Policies and Procedures manual. Audit trails and financial documents created</p> <p>A P&P manual is in place documenting processes to be audited and all necessary audit trails and documents are created and archived allowing effective internal and external audit and ultimately the agency receives reasonably good audit reports</p>				
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	<p>Agency specific detailed Financial Management Policies and Procedures manual with a level of detail beyond the MOF general manual</p> <p>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</p>				
Organizational Structure of the Finance Department and Job Descriptions					
Update the organizational structure of the Finance Department to align with updated processes and tools.	<p>Update organizational structure for the Finance Department</p> <p>Updated and aligned organizational structure of the Finance Department</p>				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
Update and align job descriptions to support and align with updated processes.	<p>Updated and aligned job descriptions for all Finance staff.</p> <p>Line staff and management have updated and aligned job descriptions for all Finance staff to guide staff and allow for performance benchmarking</p>				
Financial management professionals skills and knowledge					
Develop a training plan and provide training as required to bring financial management professionals skills and knowledge up to international best practice standards and execute their tasks and responsibilities to fully comply with the PFM Law.	<p>Training Materials</p> <p>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.</p>				<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)</p>
FM Assessments of Wave II M&As					
MOE					
MOHSW					
MOPT	Completed				
FDA	Completed				
EPA	Completed				
MOA					
MLME					
MOYS					

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
Human Resources Management					
Provide/upgrade basic IT infrastructure and records storage facilities	<p>Minimum IT hardware, HR software and tools to support HR Management and maintain confidentiality of employee records.</p> <p>Basic IT hardware, HR software/database and storage facilities (filing cabinet & supplies) in place.</p>				
HR Dept/Unit Re/structure and re/alignment; Define Roles & Responsibilities	<p>Updated and aligned organizational structure of HR Dept/Unit.</p> <p>Updated organizational structure (organogram) for HR Dept/Unit; updated job description for all HR staff.</p>				
HR Strategic, Annual Operating & Staffing Plan	<p>Increased transparency; Greater discipline; and increased likelihood of achieving institutional performance goals.</p> <p>Requirement for plan; draft plan; evidenced review and comments; revisions to plan; revised plan; final plan and staff communication sessions.</p>				
HR Policies & Procedures Manual (Staff Handbook)	<p>Greater alignment of staff required skills; Increased capacity building and institutional performance.</p> <p>Draft/revised staff handbook; Finalized and approved staff handbook and staff communications session.</p>				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
<p>Selection & Recruitment Process Manual (SRPM) & Toolkit</p> <p>On hold</p>	<p>Better screening of applicants; greater alignment of right skills to right job; and enhanced staff and institutional performance. Draft Selection & Recruitment Process framework, process map and tools; Finalized and approved SRPM manual and tools for rollout.</p>				
<p>Performance Management/Appraisal System/Framework and Toolkit (PMS)</p> <p>On hold</p>	<p>Enhanced staff and institutional performance.</p> <p>Summary of recommendations for enhancements; Developed/revised PM/PA materials; Finalized and approved PM/PA framework and tools for rollout.</p>				<p>% of staff receiving performance appraisals in last 12 months (GEMS PMP 2.1.2-2)</p>
<p>Time & Attendance Reporting Process and System</p> <p>On hold</p>	<p>Enhanced controls; Greater ownership & accountability.</p> <p>Feasibility study results; requirement for solution; draft process and related tools (manual & automated); Reviewed and approved package and Implemented Time & Attendance Reporting System.</p>				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
Human Resources Management (HRM) Professionals Skills and Knowledge development	<p>HR professionals at institutions have the requisite skills and knowledge to manage the HR function with improved ability to implement performance improvement initiatives.</p> <p>Training materials and program delivered on basic HR management & planning, HR policies and procedures; selection, recruitment & induction; performance appraisal framework; and time and attendance reporting system.</p>				
Asset Management					
Implement the fleet pilot	Go ahead for full implementation				% change in number of vehicles in operation fleet (GEMS PMP 1.1.2-3)
Operational Fleet management Mentoring for Wave I Macs	Embedding systems and practices.				% change in GOL fleet expenditures (GEMS PMP 1-5)
Operational Fleet Management Assessments and initial introductory meetings with management with Wave II MACs.	Change thinking and attitudes				
FM Workshops with the Wave II MACs	Begin Fleet management practices and data collection				
AM data collection Mentoring with Wave I MACs	Introduce Data collection spreadsheets and AM register				
AM Assessments and initial introductory meetings with management - MACs.	Change thinking and attitudes				
AM workshops with Wave II MACs	Change thinking and attitudes				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
Procurement					
Procurement advisory	Internal procurement advisory note. With PPCC agreed Performance Monitoring Indicators (PMIs) for both PPCC and MACs. Tools for compliance monitoring developed with assistance from GEMS M&E Team				# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement (GEMS PMP 1.1.2-1)
Job descriptions	Job description of procurement staff of 17 MACs developed				# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement (GEMS PMP 1.1.2-1)
Develop systems and procedures	Internal standard ops procedures for procurement structured documents; procurement documentation tracking system in place in 17 MACs				# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement (GEMS PMP 1.1.2-1)
Procurement Perception Survey of End-users, Procurement Units and Vendors	Perception Survey Report - Baseline established for service delivery internally and supplier, contractor & consultant relationships externally				% of surveyed internal and external clients reporting improvement in procurement process (GEMS PMP 1-1)
Procurement training	Procurement Committees of 17 MACs capable of effectively exercising Roles and Responsibilities; Procurement Practitioners capable of tracking procurements				
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 (GEMS PMP 1-2) # of PMS systems established or strengthened in MACs with USAID-GEMS support (GEMS PMP 1.1.2-4)
M&E training	Improved capacity to implement Performance Measurement System (PMS)				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
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 (GEMS PMP 1-2) # of PMS systems established or strengthened in MACs with USAID-GEMS support (GEMS PMP 1.1.2-4)
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				
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 I 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 I MACs	File structure, Document naming convention, User acceptance certificates				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
IT Policies & Procedures: IT Policy Document development and Implementation in all Wave I MACs	Draft Policy Doc Signed agreements by all staff				
Complete training of IT staff in all Wave I MACs in Systems Admin & related to support their new systems Completed	Training Certificates				
IT Organizational Structure: Develop Strategy for Wave I institutions to utilize IFMIS Equipment	Roadmap for integration of partner MACs onto IFMIS				# of MACs with IT systems that are assessed as IFMIS ready (GEMS PMP 1.1.2-5)
Piloted automation of Civil Service Exam Exercise	Pilot website for online examination				
Assessment of Wave II institutions	Assessment reports				
Install standard IT Solution Packs, being installation of specified networks; Deploy File/Application Server, Safe Zone for Financial Management & e-Library in Wave II institutions	Installation certificates Training certificates IT Policy document on Threat management Action Plan and SOP's				
IT Organizational Structure: Develop Strategy for Wave II institutions to utilize IFMIS Solution	Roadmap for integration of partner MACs onto IFMIS				# of MACs with IT systems that are assessed as IFMIS ready (GEMS PMP 1.1.2-5)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
ITIL foundation training for all Wave I and Wave II 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 (GEMS 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				
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 (GEMS PMP 1.2.1-1) # of training courses developed or revised by LIPA curriculum developers (GEMS PMP 1.2.1-2)
Provide support in the development of Training Design & Delivery Manuals	Service delivery quality enhanced. LIPA Training Design & Delivery Manual				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
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 (GEMS PMP 1.2.2-3)
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 (GEMS 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				
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				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
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 (GEMS 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 (GEMS 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 (GEMS PMP I-6)
Objective 5					
Roadmap for bank supervision off-site software	Plan for funding / implementation of automated off-site supervision software				
Completed					
Mobile Money salary pilot programs in place	Portion of teacher's salaries paid via mobile money				# of GOL employees paid via mobile money (GEMS PMP I.5-1)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		July	Aug	Sept	
Assist DOR with revenue collection via mobile money On Hold	Revenues collected via mobile money				% of GOL revenues payments transferred via electronic means (GEMS PMP 1.5-2)
Technical Assistance to revenue payment hub	ASYCUDA / TAS interface developed / deployed				% of GOL revenues payments transferred via electronic means (GEMS PMP 1.5-2)
Project management for CBL infrastructure	Project plan developed / implemented				

APPENDIX I: 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		
Draft FM Policies & Procedures Manual with appendices	Detailed agency specific financial management policies & procedures manual, includes process maps, forms, organogram of the finance department and job descriptions.	PPCC Public Procurement & Concessions Commission GC Governance Commission
Budget Execution Report spreadsheet (final)	MS Excel Spreadsheet to automatically prepare the Monthly, Quarterly and Annual Budget Execution Report consolidating actual expense and purchase order data from Quick Books Report is a PFM law requirement	PPCC & GC
Statement of Receipts and Payments Report Spreadsheet (final)	MS Excel Spreadsheet to automatically prepare the Monthly, Quarterly and Annual Statement of Receipts and Payments Report consolidating actual expense data from Quick Books into format required by the Ministry of Finance Report is a PFM law requirement	PPCC & GC
Draft All FM Performance Monitoring Tool & Report	MS Excel Spreadsheet to collect and organize data to monitor the performance of any GOC MAC financial management unit	PPCC, GC, GSA, CSA, LIPA, NIC, NBC
Detailed agency specific financial management policies & procedures manual, includes process maps, forms, organogram of the finance department and job descriptions.	Draft FM Policies & Procedures Manual with appendices – Documents (.doc)	PPCC Public Procurement & Concessions Commission GC Governance Commission
MS Excel Spreadsheet to automatically prepare the Monthly, Quarterly and Annual Budget Execution Report consolidating actual expense and purchase order data from Quick Books Report is a PFM law requirement	Budget Execution Report spreadsheet (final) - Spreadsheet	PPCC & GC

Product Description	Type of Product (Document, Film, etc.)	Institution
MS Excel Spreadsheet to automatically prepare the Monthly, Quarterly and Annual Statement of Receipts and Payments Report consolidating actual expense data from Quick Books into format required by the Ministry of Finance Report is a PFM law requirement	Statement of Receipts and Payments Report Spreadsheet (final) - Spreadsheet	PPCC & GC
MS Excel Spreadsheet to collect and organize data to monitor the performance of any GOC MAC financial management unit	Draft All FM Performance Monitoring Tool & Report - Spreadsheet	PPCC, GC, GSA, CSA, LIPA, NIC, NBC
A user-friendly QuickBooks User's Manual developed with the necessary screenshots and step-by-step procedures to aid the first-time QuickBooks users in using the system	QuickBooks User's Manual – Documents (.doc)	LIPA, GC
An accounting period closing checklist to be used by the comptroller or the head of the accounting department to aid in the closing of the accounting period.	Month-end / Quarter-end and Year-end Closing Checklist – Documents (.doc)	LIPA, CSA
A template developed for the tracking and status of all vouchers processed in IFMIS for payment	Unpaid Voucher Tracker - Spreadsheet	CSA
Operational Fund Ledger – Liberian Dollars. To be used for the full accounting of the operation funds in Liberian dollars	Excel Ledger Template	LIPA
Operational Fund Ledger – US Dollars. To be used for the full accounting of the operation funds in US dollars	Excel Ledger Template	LIPA
Budget Performance Report template use for the reporting of each department execution and performance of the department's budget	Excel Template	LIPA
Petty Cash Composition reporting template use for the compositing and support for the replenishment of the petty cash	Excel Template	LIPA
IPSAS Cash Basis Financial Statements along with the foreign exchange gain/loss calculation template use to facilitate the preparation of the required financial statements under the IPSAS Cash Basis	Excel Template	LIPA

Product Description	Type of Product (Document, Film, etc.)	Institution
HR Management-Related Outputs & Deliverables		
CSA Draft Performance Management System (PMS) Training Plan Version 3.0	Documents (.doc)	CSA
1 st Draft Selection & Recruitment Process Manual	Documents (.doc)	CSA, key M&As of GOL
Selection & Recruitment Plan	Documents (.doc)	CSA, key M&As of GOL
Shortlisting Criteria Worksheet	Documents (.doc)	CSA, key M&As of GOL
Example of Shortlisting Criteria for a Position	Documents (.doc)	CSA, key M&As of GOL
Requisition Form	Documents (.doc)	CSA, key M&As of GOL
Job Description/TOR	Documents (.doc)	CSA, key M&As of GOL
Telephone Screen worksheet	Documents (.doc)	CSA, key M&As of GOL
Application of Employment	Documents (.doc)	CSA, key M&As of GOL
Interview Scoring Worksheet	Documents (.doc)	CSA, key M&As of GOL
Interview Summary & Tabulation Report	Documents (.doc)	CSA, key M&As of GOL
Conditional Offer of Employment Letter template	Documents (.doc)	CSA, key M&As of GOL
Letter of Employment template	Documents (.doc)	CSA, key M&As of GOL
Example of an Orientation Checklist	Documents (.doc)	CSA, key M&As of GOL
Orientation Checklist for Managers/Supervisors	Documents (.doc)	CSA, key M&As of GOL
Orientation Checklist for HR	Documents (.doc)	CSA, key M&As of GOL
Employee Orientation Checklist	Documents (.doc)	CSA, key M&As of GOL
Employee Performance Plan	Documents (.doc)	CSA, key M&As of GOL
Asset Management		
Fleet Purchase spreadsheet	Excel Spreadsheet	GSA
General Asset Management Guidelines	Hard copy and word	GSA and all MACS
Information Technology		
Installation and configuration of standard IT infrastructure solution pack (core OFM LAN, File/Application server, UTM device, workstations for core OFM functions, Anti-Virus software, power UPS for core OFM functions, configuration, introductory training)	Hardware, software (reflected in delivery documents & installation certificates)	PPCC, GSA

Product Description	Type of Product (Document, Film, etc.)	Institution
Installation and configuration of IT infrastructure solution pack (UTM device, network switch, workstations for core OFM functions, 50-user Anti-Virus software licenses, power UPS for core OFM functions, configuration & professional services, introductory training)	Hardware, software (reflected in delivery documents & installation certificates)	CSA
ITIL STTA trainer recruited to deliver ITIL Foundation course to 60 GOL IT staff		All Wave I and Wave II institutions
Specification of IT infrastructure requirements to support operational requirements	Document	LIPA
IT functional assessments	Document	EDA, FDA, MOPT
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		
Accounting Certification Instructors Work plan	Document	LIPA
Accounting Certification Instructors schedule	Document	LIPA
Interview rating form LIPA Gender Main Streaming Specialist	Document	LIPA
LIPA Strategic Planning Specialist Shortlisting Criteria Form	Document	LIPA
LIPA Strategic Planning specialist Interview Form		
LIPA's refurbishment	Document/film(2)	LIPA
Applicant's shortlisting criteria Rating form (Training Cost Analysis Specialist)	Document	LIPA
Objective 3: GOL institutions are able to use ICT more effectively and efficiently to further Liberia's development objectives as articulated in the National Telecommunication and ICT Policy		
Short-term development roadmap & workplan for USAID-GEMS assistance with GOL ICT initiatives	Document	MOPT
TOR – National Enterprise Architect Expert	Document	MOPT
TOR – ICT Organizational Design Expert	Document	MOPT

Product Description	Type of Product (Document, Film, etc.)	Institution
CICTO course materials: <ul style="list-style-type: none"> • Case studies • Capstones • Handouts • Detailed syllabi • List of reading materials • PowerPoint presentations 	Documents PowerPoint presentations	MOPT
Objective 4: Management of natural resource concessions is more efficient, effective and transparent due to a modified legal framework that clarifies the roles and responsibilities of relevant GOL institutions and the introduction of management and oversight tools utilizing automated ICT-based systems		
National Concessions Cadastre Roadmap	Report	NBC
Forest Economist's Final Report	Report	NBC, FDA
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		
Mobile Money		
Final Assessment Report of ATM Switch Procurement	Document	CBL
Cost-benefit Analysis Related to GOL Salary Payments	Document	CBL (and MOF)
Mobile money communications strategy	Document (CD)	MOF
CBL Payment Systems		
Roadmap for automated off-site bank supervision	Document	CBL
ASYCUDA / TAS User guides, operation manuals, etc.	Various documents	MOF

TABLE 2: LISTS OF TRAININGS, WORKSHOPS AND EVENTS

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Human Resources					
Monrovia (IBI Office-Mamba Point)	CSA Selection & Recruitment Process Validation Workshop	9-June-2013	12	5	Focus group of HR leaders/professionals community from the following institutions: 1. GSA, 2. MOH, 3. EPA, 4. CSA, 5. MPW, 6. LIPA, 7. MOJ, 8. MOF, and 9. LTA
Asset Management					
EPA at LIPA	Introduction To AM	June 7 2013	20	2	Dep. Director General, Procurement, Asset managers, Transport, Warehouse, Maintenance Managers and drivers
LIPA at LIPA	Introduction to AM	June 21 2013	24	3	DG, deputy DG Admin, Transport Maintenance, and Procurement warehouse managers
All Wave I MACS	Numerous Specific AM modular OJT and small work shops		13	0	Transport managers, generator technicians /operators, GSA coordinator
CSA	AM introductory workshop	April3 2013	18	0	Transport officer, procurement officer procurement specialist generator technician /operator drivers GSA coordinator,
CSA	Vehicle/gen preventative workshop	May 17 2013	16	0	Transport officer, Maintenance supervisor, drivers, generator technician/operator
NIC	Vehicle/gen preventative workshop	May 16 2013	11	1	Maintenance manager, transport manager, drivers, electricians, warehouse clerk, generator supervisor
Procurement					
SKD Sports Stadium	Procurement Process and Planning	Apr. 30 to May 2, 2013	165	40	GOL Assist. Minsters (DMD); Finance; Procurement Officers and Internal Auditors
PPCC	Procurement Plan Hearing Clinic	13 th to 28 th May, 2013			All GOL procurement and finance officers
LIPA	Procurement Audit Workshop	15 th June, 2013	55	18	Internal Auditors
CITY HALL	Procurement Workshop for Private Sector	June 25-27			Private sector service providers

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Information Technology					
Starz College	Microsoft Systems Administrations modules: Small Business Server 2011 (70-169 TS), Infrastructure (70-142), Active Directory (70-640)		16		IT Officers from Wave I MACs and MOPT
Starz College	Cisco Certified Network Associate		15		IT Officers from Wave I MACs and MOPT
Starz College	Cyberoam Certified Network & Security Professional		14		IT Officers from Wave I MACs and MOPT
Ministry of Finance	3 days OJT training for electronic billboard hardware and software troubleshooting	29 June	2		MOF Network Analysts
NIC	OJT for know-how to add new resources to the ICT safe zone for Financial Management	24 May	3		Members of the MAC IT unit
PPCC, NIC, NBC, GSA, LIPA, GC, CSA	Ongoing OJT to sustain implementation of ICT solution pack				Members of the MAC IT units
MOPT, MOF, LIBTELCO, GAC et al	Convened a round-table meeting with senior IT decision makers for knowledge-share/community of practice		6		Senior ICT leadership at the institutions
Monitoring & Evaluation					
LIPA	Performance Monitoring of Financial Management	6/12/2013	10	7	MAC FM staff, M&E staff and M&E Points of Contact
Objective 4: Concessions					
Euro Logging Field Office in Zwedru	Meeting w/ NBC, FDA and Euro Logging Concession Managers	29 May	12	0	NBC Forest Economists, FDA technical staff, 3 managers from Euro Logging
NBC	Training on Forest Economist's Revenue Model	5 June	8	1	NBC managerial and technical staff
NBC	Presentation of Forest Economist's Final Report	10 June	10	0	NBC managerial and technical staff
MOF	Presentation of Forest Economist's Report	11 June	17	1	Representatives of the MOF, NBC, NIC, FDA, MoA, and MoS
Objective 5: Payments					
Freeport of Monrovia	ASYCUDA – TAS interface	30 May	11		International Bank, MOF DoR

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