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

FY12, QUARTER I PROGRESS REPORT:
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ACRONYMS AND ABBREVIATIONS

AM	Asset Management
BOC	Bureau of Concessions
CBL	Central Bank of Liberia
CCL	Cable Corporation of Liberia
CIO	Chief Information Officer
COP	Chief of Party
COTR	Contract Officer's Technical Representative
CSA	Civil Service Agency
DM	Deputy Minister
DOB	Department of Budget
E-Gov	Electronic Government
eFASS	Electronic Financial Analysis & Surveillance System
FDA	Forestry Development Authority
FIMCAB	Financial Management Capacity Building Program
FM	Financial Management
FY	Fiscal Year
GAC	General Audit Committee
GC	Governance Commission
GEMAP	Governance & Economic Management Assistance Program
GOL	Government of Liberia
GSA	General Services Agency
HICD	Human Institutional Capacity Development
HR	Human Resources
ICT	Information and Communication Technology
ICTGB	Information and Communications Technology Governance Board
IFMIS	Integrated Financial Management Information System
IMCC	Inter-Ministerial Concessions Commission
IPSAS	International Public Sector Accounting Standards
IR	Intermediate Result
IT	Information Technology
LIBTELCO	Liberia Telecommunications Corporation
LIPA	Liberia Institute of Public Administration
LPRC	Liberia Petroleum Refinery Company

LRDC	Liberia Reconstruction and Development Committee
LTA	Liberia Telecom Authority
LTTA	Long-term Technical Assistance
M&A	Ministry and Agency
MAC	Ministry, Agency, & Commission
MDA	Mineral Development Agreement
MDTF	Multi-Donor Trust Fund
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOH	Ministry of Health
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunication
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MPEA	Ministry of Planning and Economic Affairs
NCDS	National Capacity Development Strategy
NIC	National Investment Commission
NBC	National Bureau of Concessions
NPA	National Port Authority
PA	Performance Assessment
PARIS	Payment Assurance Real-time Information System
PFM	Public Financial Management
PMO	Project Management Office
PMP	Performance Management Plan
PPC	Public Procurement Commission
PPCC	Public Procurement and Concessions Commission
PRS	Poverty Reduction Strategy
PSIP	Public Sector Investment Planning
RIA	Roberts International Airport
SGN	Secure Government of Liberia Network
SOE	State-owned Enterprise
STTA	Short-term Technical Assistance
TA	Technical Assistance
TOR	Terms of Reference

UAF	Universal Access Fund
USAID	United States Agency for International Development
USAID-GEMS	USAID Governance and Economic Management Support Program
WAMI	West Africa Monetary Institute
WAMZ	West Africa Monetary Zone
WARCIP	West Africa Regional Communications Infrastructure Program
WB	World Bank

EXECUTIVE SUMMARY

This document provides a detailed accounting of the status of activities and operations the United States Agency for International Development's Liberia Governance Economic Management Support (USAID-GEMS) project has undertaken during the first quarter of FY12, and constitutes the project's second Quarterly Progress Report.

At the beginning of the quarter, buoyed by the successful set up of the USAID-GEMS office and rapid fielding of many key personnel, the USAID-GEMS team worked to collaborate further with Government of Liberia (GOL) and USAID/Liberia counterparts to continue to assess institutional needs and refine the interventions proposed in the draft work plan. This report covers limited implementation of the draft work plan, submitted on September 30, 2011, due to ongoing consultations between USAID/Liberia and the Ministry of Planning and Economic Affairs (MPEA) on the direction of the USAID-GEMS project.

Awarded to IBI International on June 29, 2011, the USAID-GEMS project is designed to strengthen human and institutional capacity in the Liberian public sector within selected ministries, agencies, and commissions (MACs). It mirrors President Johnson-Sirleaf's message to the Liberian legislature in 2010:

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

USAID-GEMS builds on the successful development and empowerment of targeted GOL institutions by USAID's Governance and Economic Management Assistance Program (GEMAP) from 2005-2010, but it is entirely different in conception, design, and implementation structure. USAID-GEMS is a human and institutional capacity development program for improving performance in government institutions to support Liberia's national wealth creation effectively and equitably. The USAID-GEMS technical approach for achieving this vision is founded on three overarching principles:

- 1. Institutionalizing Economic Governance and Linking it to Economic Development*

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

- 2. Solidifying Government Ownership of the Reform Process*

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

3. Emphasizing the Use of Liberian Technical Experts

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

During this quarter, USAID-GEMS completed successfully the recruitment and fielding of all long-term key technical and administrative staff as envisioned and diagrammed in the initial discussions between USAID/Liberia and the leadership of USAID-GEMS. The project component teams leveraged the momentum gained during the remarkably rapid ramping up of operations which occurred in the project's first quarter, and engaged with each component's partner(s) to begin necessary preparations for implementation of activities outlined in the draft work plan. To support this foundational work, the USAID-GEMS team held numerous consultations with USAID/Liberia program officials, bilateral and multilateral donor representatives, and principal officers in GOL MACs. These interactions, based on both a philosophy of constructive engagement and a spirit of collaboration with stakeholders and partners, initially focused on the activities and tasks for the first few quarters as outlined in the drafted work plan.

However, in October, the MPEA informed all GOL MACs previously contacted by USAID-GEMS to cease and desist from formal involvement with the USAID-GEMS technical team until negotiations had been concluded between the MPEA and USAID/Liberia on the direction and future of the project. Therefore, focus shifted from an anticipated period of robust external engagement to more informal processes of relationship building, a strategic shift towards interacting with those GOL institutions that expressed a continued willingness to engage, and a shift towards supporting internal foundational efforts to develop methodologies and tools necessary to support the formulation of appropriate technical approaches in the current, dynamic operating environment.

Despite these unanticipated challenges and constraints, Component teams 4 and 5 made considerable headway on their proposed activities. Achievements on the work plan objectives were limited in Components 1,2, and 3, while progress was registered in those institutions and elements of the draft work plan where USAID-GEMS received collaboration from the counterpart institutions – in particular at the Governance Commission (GC), General Services Agency (GSA), Public Procurement and Concessions Commission (PPCC), Ministry of Finance Department of Revenue (DOR), and, towards the end of the quarter, the Liberia Institute of Public Administration (LIPA). Also during this period, USAID-GEMS fielded a number of short-term technical experts in response to current and emerging GOL priorities. At the end of this quarter, while USAID-GEMS continued to offer technical assistance to GOL counterparts, the Chief of Party (COP) and the Home Office Technical Director actively dialogued on strategies to bridge the continuing impasse. The emergent proposal for a way forward is expected to be presented at the beginning of the next quarter, and is likely to include modifications to the project's scope to be developed collaboratively with key GOL stakeholders.

Major achievements during Quarter 1, FY12 are as follows:

- USAID-GEMS fielded a short-term Public Financial Management Specialist to participate in a multi-donor appraisal team. The team reached agreement with the GOL and donor organizations to establish a multi-donor trust fund to implement public financial reforms instituted by the recently approved Public Financial Reform Act. The multi-donor fund will begin operations in April 2012. The USAID-GEMS specialist prepared the Terms of

Reference (TOR) for a long-term Public Sector Investment Advisor and vetted this TOR with both donors and the GOL.

- USAID-GEMS acted on the approved TOR the Public Sector Investment Advisor and advertised, screened, and presented a short-listing of three candidates to the Medium-Term Expenditure Framework (MTEF) Secretariat. The MTEF Secretariat's selected candidate is being contracted to begin work in early February 2012.
- USAID-GEMS fielded a short-term Public Institutions and Governance Advisor to assist the GOL to prepare a high level forum and draft Pillar IV (Governance and Institutional Reform) of the Poverty Reduction Strategy II (PRS II under Liberia Rising 2030). The draft was completed and submitted it to the MPEA for national consultations.
- In response to a request from the Ministry of Finance Department of Revenue, USAID-GEMS completed cost estimates to establish the Customer Care Unit within DOR that conforms with the Public Finance Management Act.
- USAID-GEMS received an official request for program funding from LIPA.
- USAID-GEMS presented the project overview, technical approach, component team work plan and the draft work plan to the Chairman and staff of the Governance Commission (GC).
- USAID-GEMS held discussions with the Ministry of Finance, Department of Customs to review training and other capacity building priorities to improve customs operations with support from USAID-GEMS Components 1 and 2.
- USAID-GEMS held numerous discussions with the Ministry of Finance, Public Financial Reform Unit on the roll-out of IFMIS, ICT requirements, and capacity building support through Components 1 and 2.
- USAID-GEMS developed a "road map" for the Central Bank of Liberia (CBL) for accession to the West African Monetary Zone (WAMZ).
- A contracted Monitoring & Evaluation (M&E) expert began work on a USAID-GEMS M&E framework which will include both quantitative and qualitative indicators in line with the new USAID Evaluation Policy and requisite ADS standards. The framework will include indicators that will be disaggregated by sex. The final deliverable is expected in the next quarter.
- USAID-GEMS assisted the Bureau of Concessions (BOC) prepare a detailed transition plan that will establish the newly created National Bureau of Concessions (NBC).
- USAID-GEMS Components 1 and 4 assisted the National Investment Commission (NIC) to conduct critical visioning workshops to prepare the NIC for expanded responsibility in concessions management.

I. OVERVIEW

INTRODUCTION

The United States Agency for International Development's Governance and Economic Management Support (USAID-GEMS) Program, implemented by IBI International, is a five-year technical assistance project to support the Government of Liberia's (GOL) own initiatives to improve performance. The project has five components:

- Component 1: Broadened Capacity Building for GOL Institutions
- Component 2: Financial Management and Information Technology (IT) Training
- Component 3: ICT Policy and Management Support to GOL
- Component 4: Concessions Monitoring and Management
- Component 5: Assistance to Central Bank of Liberia

PROJECT DESIGN

The key purpose of the work implemented through this project is to “support building the capacity of targeted GOL Ministries & Agencies to improve economic governance” through the provision of “direct technical and managerial capacity building and formal classroom training.” The project supports GOL's vision of leading Liberia to become a middle-income country by 2030.

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

In this vein, USAID-GEMS is a human and institutional capacity development program for improving performance in government institutions in order to support Liberia's national wealth creation effectively and equitably. The demand-driven and evolving USAID-GEMS technical approach for achieving this vision is underpinned by the GOL's own guiding frameworks including the medium-term Economic Growth and Development Strategy under Liberia Rising 2030, the Public Finance Reform Implementation Strategy, the National Capacity Development Strategy, the Civil Service Reform Strategy, and the National Decentralization Policy.

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

USAID-GEMS has worked with USAID/Liberia since project inception to craft interventions that support these principles and identify entry points for gender equitable and transformational interventions. Furthermore, in order to deliver development outcomes that endure beyond the life of the project, USAID-GEMS is taking steps to ensure the creation of a cadre of Liberian

professionals who internalize, institutionalize, and sustain the capacity development initiatives designed and delivered under USAID-GEMS. The USAID-GEMS team this quarter has begun the process to identify Liberian professionals to fill professional and leadership positions on the project, and employment decisions are awaiting the approval of a project work plan that satisfies GOL and USAID/Liberia expectations. The project's leaders endeavor to make important inroads to connect with the Liberian Diaspora and to engage those interested in returning to their country to support GOL's on-going rebuilding efforts.

In summation, as outlined by the initial Quarterly Report, the fundamental principles supporting USAID-GEMS project implementation include:

- Build on performance improvement already underway with innovative interventions;
- Work side-by-side with Liberian counterparts to identify performance targets, challenges, and areas where improvement can be tried within the context of each organization;
- Link results and targets to existing Liberian economic governance and economic development strategies, policies, and practices;
- Transfer knowledge, skills and attitudes to Liberian counterparts – both within the USAID-GEMS team and within counterpart MACs, so that performance improvements can be sustained beyond the life of the project; and
- Foster the application of cross-disciplinary solutions in key public sector functions including financial management, human resources (HR), procurement, assets management, and information technology (IT) to support organizational change in key management areas in all GOL target institutions.

STRATEGIC APPROACH

USAID-GEMS strategies for technical engagement in the first year continue to be the following:

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

USAID-GEMS will conduct institutional performance assessments in increasing depth to ascertain the current systems and to begin identifying potential capacity building interventions to suggest. As a first step, the USAID-GEMS team reached out to over 12 institutions identified in collaboration with USAID/Liberia prior to the establishment of the first year's work plan to conduct preliminary assessment of key management systems in each entity. With this critical information, USAID-GEMS formulated the initial work plans that will include successive assessments conducted at deeper levels. This process produces design possibilities with increasing clarity that may be introduced within the context of each organization. Without a careful assessment at this level, counterpart staff at target institutions can reject "outside" solutions made without regard to the challenges faced deep inside an organization.

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

USAID-GEMS will propose interventions that form the core of a draft Memorandum of Understanding (MOU) that USAID will in turn propose to each institution for agreement. The MOUs will provide signatory institutions, USAID-GEMS, and USAID a clear roadmap to improve performance and reach the project and GOL objectives. USAID-GEMS views the

MOUs as living support guidelines that clarify the roles and responsibilities among partners essential for effective implementation. USAID-GEMS will ensure that progress on targets contained in the MOUs is reviewed quarterly and modifications are proposed as necessary.

3. Managing change.

A change management strategy will underscore all USAID-GEMS interventions. The USAID-GEMS team (including both Liberian and international long and short-term technical experts) will refine its understanding of change management in the future quarters through workshops, simulations and case studies. Understanding resistance to change and how to respond are key elements to arriving at lasting performance improvements within organizations.

USAID-GEMS will rely on these three critical strategies as it launches its support in order to lay the foundation for accessing other resources USAID-GEMS brings, such as short-term technical assistance (STTA) performance improvement interventions (trainings, workshops, course-work, training of trainers, assessments, monitoring and evaluation, outreach etc.) and equipment to improve management effectiveness. USAID-GEMS will also access Liberian and international expertise in financial management, HR, procurement, assets management, information technology, and other technical subject matters to supplement the USAID-GEMS team's expertise.

FIELD OPERATIONS

A. PERSONNEL

By the end of the quarter all long-term technical staff had been fielded. Beenwell Banda (Component 2 Team Leader) and Thierno Kane (Training Advisor) came onboard at the Field Office in December. Victoria Cooper (Procurement Expert) and Terrance Osley (Human Resources/Payroll Expert) also officially joined the project this quarter as long-term personnel. They joined the following long-term technical experts and senior staff already in place since the project's first quarter: Dr. Wilbur G. Thomas (Chief of Party), Paul Collins (Deputy Chief of Party), Kristin Lambert (Finance & Administration Manager), Michael Halbert (Financial Expert), Murvee Gardiner (Financial Management Expert), Reginald Miller (ICT Expert), Anthony Waddell (IT Expert), Nicholas Leach (Assets Management Specialist), Dr. Ricardo Acosta (Concessions Expert), and John Sloyka (Payment Systems Expert). Details of the USAID-GEMS project staffing pattern and organizational structure are provided below in Annex I.

The USAID-GEMS project also fielded short-term professional specialists during the reporting period:

- James Ruth, Public Financial Management Expert, to assist in the completion of preliminary institutional needs assessments launched during the first quarter;
- Dr. Eric Nelson, Public Institutions and Governance Advisor, to assist the GOL to prepare a high level forum and draft Pillar IV (Governance and Institutional Reform) of the Poverty Reduction Strategy II (PRS II under Liberia Rising 2030);
- Dr. Tove Strauss, Public Financial Management Specialist, to participate in a multi-donor appraisal team for the establishment of a multi-donor trust fund to implement public financial reforms instituted by the recently approved Public Financial Reform Act;
- Soce Sene, Gender and M&E Specialist, to develop the USAID-GEMS draft Performance Management Plan incorporating gender considerations; and

- Seongeun Chun, M&E Specialist, to update and refine USAID-GEMS M&E framework and methodology.

B. FINANCIAL OPERATIONS & PROCUREMENT SYNOPSIS

During the initial start-up phase (FY11, Q4), USAID-GEMS utilized project resources to procure a number of critical items. In November, the USAID-GEMS project procured suitable office space for the duration of the contract period. Over November and December, USAID-GEMS also procured necessary office equipment and furniture for its staff. Please refer to the separate USAID-GEMS Quarterly Financial Report (FY12, Q1) for detailed expenditure information.

Moving forward, USAID-GEMS intends to procure additional project resources. In November, USAID-GEMS solicited bids for vehicles and selected Prestige Motor Corporation as the overall best bidder. In December, USAID-GEMS received approval to procure six US-manufactured vehicles locally and will receive the procured vehicles in January 2012. A request to purchase five foreign-manufactured vehicles from the same vendor is pending approval by USAID, and will be procured gradually as USAID-GEMS continues to scale up its activities. USAID-GEMS also solicited bids for project IT equipment in October and received ADS 548 approval to move forward with the procurement process in December. USAID-GEMS plans to complete the procurement and shipping of the IT equipment in February 2012.

II. UPDATE ON WORK PLAN IMPLEMENTATION

SUMMARY OF WORK PLAN PROGRESS

Despite the unanticipated operational challenges emanating from the ongoing consultations between GOL and USAID/Liberia, Component teams 4 and 5 made considerable headway on their proposed activities. Achievements on the work plan objectives were limited in Components 1,2, and 3, while progress was registered in those institutions and elements of the draft work plan where USAID-GEMS received collaboration from the counterpart institutions – in particular at the Governance Commission (GC), General Services Agency (GSA), Public Procurement and Concessions Commission (PPCC), Ministry of Finance Department of Revenue (DOR), and, towards the end of the quarter, the Liberia Institute of Public Administration (LIPA). Also during this period, USAID-GEMS fielded a number of short-term technical experts in response to current and emerging GOL priorities. At the end of this quarter, while the teams continued to offer technical assistance to GOL counterparts when possible, the Chief of Party (COP) and the Home Office Technical Director actively dialogued with the GOL and USAID/Liberia, proposing strategies to bridge the continuing impasse. The emergent proposal for a way forward is expected to be presented at the beginning of the next quarter.

COMPONENT I: BROADENED CAPACITY BUILDING FOR MINISTRIES AND AGENCIES

As discussed, during this quarter, the Component I team did not have the ability to engage fully with their GOL counterparts at the MACs that were selected for USAID-GEMS support with USAID/Liberia guidance during the first quarter. Despite this ongoing constraint, the team endeavored to remain productively engaged in any way possible, and concentrated their efforts on developing an implementation model and management/coordination system that would increase the efficiency and effectiveness of the team's work. The team continued to improve their understanding of and coordination with GOL initiatives to effectively support their counterparts. In this quarter, the team also drafted Terms of Reference for and began recruiting eleven Liberian professionals who will assist in the implementation of USAID-GEMS activities at GOL institutions.

The team was able to engage with some GOL institutions in a limited way, especially in those institutions where institutional leadership exhibited a willingness to cooperate. These institutions include the GSA, GC, PPCC, Civil Service Agency (CSA), and the National Investment Commission (NIC).

USAID-GEMS promotes an iterative process of “assess, design, implement, and sustain” throughout the lifecycle of its engagements. The first step in this process is to obtain and maintain stakeholder agreement – a step that has not been fully accomplished during this quarter. However, while negotiations to get top-level engagement are in process, the Component I team has worked diligently to gauge needs as best as possible and to view the partner institutions as “organic, adaptive systems” to identify entry points for upcoming activities.

An “Integrated Change Management” system for USAID-GEMS was honed during this quarter. This systems approach integrates a variety of adaptive tools and methodologies to assess and support change readiness, stakeholder needs assessments and management processes, communication management, organizational realignment, knowledge sharing, and a “how-to” on benefits realization communication.

Over the five-year life of the project, the Component I team expects to be engaged with over fifteen MACs and SOEs. Thus the development of an effective and efficient process to provide capacity building to such a diverse group of partners each with different institutional missions has been identified as a major key to success. The design of this process, begun in the last quarter, has been further focused on during this quarter.

Implementation Model & Tools Developed with GOL Input

A “Work Plan Template” has been developed that includes all of the tasks and deliverables that are anticipated to meet needs across all agencies. This approach incorporates the feedback from the GOL that the major goal of Component One’s work should be to improve human and institutional capacity broadly across the engaged GOL institutions. In fact, some of these improvements are mandated under Liberian law, e.g., the Public Financial Management Act and the Public Procurement and Concessions Act. Standard practices are also required by so-called overarching MACs, those that support the operations of other MACs, such as the General Services Agency (asset management) and Ministry of Finance (financial management and accounting).

Work on the model began in the first quarter and continued into the the second, during which the team incorporated initial feedback received from the GOL. These comments included a focus on GOL-identified priorities such as Medium Term Expenditure Framework (MTEF) budgeting, Public Financial Management (PFM) law implementation, and Integrated Financial Management System (IFMIS) implementation. Moving to MTEF budgeting will be an improvement in the GOL’s budgeting process as budgets are linked to and support the GOL’s medium and long term development strategies. The implementation of the PFM law has created a legal mandate for GOL MACs to manage their finances at international best practice standards. To support progress towards these goals, IFMIS, a software system, will be deployed to all GOL MACs over the course of the next few years and will provide the IT platform for financial, human resources, procurement, and asset management. All of these points equate to large and challenging initiatives which the GOL does not currently have the capacity to implement without substantial assistance. They are also well-aligned with the capacity building initiatives that can be supported by USAID-GEMS, and the project is positioned ideally to be a tremendous asset to the GOL while it undertakes these important initiatives.

The capacity development framework USAID-GEMS has developed incorporates the USAID-GEMS four phase implementation model of “assess, design, implement and sustain.” It is also aligned with the GOL’s National Capacity Development Strategy (NCDS), particularly in regards to the three capacity building entry points of Human, Institutional, and Enabling Environment. The template also parallels with the USAID Human and Institutional Capacity Development (HICD) model. The framework includes a standard set of results and deliverables that, when accomplished, will result in the agency achieving international best practice standards in the key areas of financial management, procurement, asset management, human resources and ICT.

For initially selected MACs, the Component I Team began in this quarter the process of developing a customized work plan for each agency. This process can only be completed through knowledge sharing with the key staff and understanding the strategic objectives, needs and situational operational environment for each agency. These communications are currently restricted due to the ongoing discussions between the MPEA and USAID/Liberia.

During this quarter, the team also developed a standard “Agency Engagement Process,” a one-and-a-half day program to introduce GOL partners to the USAID-GEMS program, increase the understanding of the change management process, develop a high level of trust amongst advisors and GOL partners, create stakeholder buy-in, collaborate on a customized work plan, and begin

the process of team building between USAID-GEMS technical advisors and GOL partners. This process intends to create a durable and collaborative partnership to work towards the shared goal of developing the capacity of the agency regarding the human, institutional, and enabling environments.

Engagement with GOL Counterparts during the Quarter

During this quarter, the team has engaged carefully and successfully with the National Investment Commission, the Governance Commission, the General Services Agency, the Public Procurement and Concessions Commission and some departments of the Ministry of Finance. Draft work plans for Year One and short-term action plans are being developed for all these counterparts, and the team is currently working with these institutions to finalize these plans in order to move deeper into the capacity development process. It is anticipated that these plans will be finalized with all of these partner agencies in the next quarter.

GC: In November, the USAID-GEMS team attended a presentation given by the US Ambassador during which she introduced the technical advisors to the members of the Governance Commission. The USAID-GEMS team returned in December and presented the overview of the USAID-GEMS project, focusing on capacity development and performance improvement, to stakeholders at the GC. A typical work plan and assessment tools that would be used to assist the GC were introduced. Later, the GC was provided with an illustrative work plan and the USAID-GEMS team answered questions generated from the review of the work plan document. In the next quarter, USAID-GEMS plans to present “next steps” to the GC for review and collaboration.

GSA: Work with the General Services Agency has focused on assets management due the GSA’s mandate to manage these resources. Technical assistance and engagement by USAID-GEMS has been directed towards the design of working processes and procedures, which can then easily be set up in the M&As and will facilitate then lines of communication between GSA and the agencies to enable the passing of information. According to USAID-GEMS analysis, the GSA should be supporting other M&As in terms of training, mentoring, and helping them to set up their own Data Management Records, which in a regularized format can be fed through to the GSA for registration on to the GSA-managed Central Government Asset register. This should initially be capturing all new procurement over \$500 (as defined in their policy document) and eventually all assets within the Agency. The M&As should also be encouraged to start ‘sensitive’ or ‘attractive’ items registers which combined with their warehouse inventories will manage expendables. These are not areas which normally come under the umbrella of Asset Management, and therefore additional technical assistance will be done to set them up.

PPCC: The Public Procurement and Concessions Commission (PPCC) has the authority to regulate and determine the processes and procedures for procurement and concessions in Liberia. Their mandate includes ensuring that public servants are trained in these processes.

During the quarter USAID-GEMS refined the Procurement Best Practice Diagnostic Framework tool in preparation for full engagement with MACs. In the design of the engagement approach, initial meetings were held with the PPCC. It was determined that before re-engaging with MACs it would be more appropriate to first collaborate and agree interventions with the PPCC.

The PPCC collaborates with the Liberian Institute of Public Administration (LIPA) in the training of public servants in procurement. Over the quarter, LIPA organized an Intensive Procurement In-Service Training Program funded by the World Bank as a part of their Procurement Training Program. The USAID-GEMS Procurement Advisor reviewed the training modules in collaboration with LIPA trainers, participated in the training in a support capacity, and provided

copies of the Public Procurement and Concessions Act (PPCA) 2005 Restated and Amended in 2010, Regulations and Step by Step Procurement Implementation Manual for all participants to ensure that after the training they had guidance which had the PPCC approval.

The PPCC and procurement practitioners considered that the Step by Step Procurement Implementation Manual was not user-friendly, and requested the USAID-GEMS Procurement Advisor's assistance in its revision. During the quarter, the Procurement Advisor reviewed the amended law, the existing Step by Step Implementation Manual and developed the detailed table of contents for the revised manual.

In support of GEMS implementation approach, more than 100 applications were reviewed for the selection of a procurement specialist to support the Advisor. Eight candidates were interviewed. The unsuccessful candidates and applications were categorized to provide ready advice to the GOL should the GOL seeks more procurement professionals to assist with MTEF implementation.

Coordination with GOL Initiatives and Strategies

During the quarter, the Component I Team has continued its efforts to understand the GOL initiatives in-depth, share knowledge with key stakeholders and leaders, support the objectives in work plans and develop coordination mechanisms in order to support the USAID-GEMS' project design and not duplicate ongoing GOL efforts already in place. Accordingly, during both project quarters, the Component One Team has met with officials from the MPEA, the Governance Commission, the MTEF Secretariat, the PFM Implementation Unit, the IFMIS Implementation team, and the Internal Audit Strategy Implementation team.

- A. **USAID-GEMS & IFMIS:** A current, ongoing effort to deploy a GOL-wide software system, IFMIS, requires all MACs to utilize the system. This standardization will improve the ability for individuals from various MACs to cooperate with and learn from individuals in other MACs, and presents an opportunity to provide training to staff from many different MACs on a particular topic.

In this quarter, the Component I team attended a full-day IFMIS training, which enabled the team to develop a much better understanding of how IFMIS works, the roll-out strategy and how USAID GEMS can support it, and how IFMIS constitutes an appropriate platform for MACs to achieve international best practice standards. The IFMIS roll-out strategy supports the Ministry of Finance's efforts to improve the financial management of the GOL, implement MTEF budgeting, and implement the PFM law. IFMIS will also be an important tool for human resources management, asset management, and procurement all of which are focal areas for the Component I Team.

B. USAID-GEMS Support for MTEF Budgeting

The two categories of GOL capacity building needs in regards to implementing the Medium Term Expenditure Framework budgeting (MTEF budgeting) are (1) the capacity of the MTEF Secretariat and the MOF Department of the Budget to coordinate the process and ultimately prepare the consolidated budgets for all MACs, and (2) the capacity of the MACs to prepare and execute MTEF budgeting and to participate in the Sector Working Groups. The MTEF budgeting process requires MACs to be organized into Sector Working Groups, to develop plans for the next three years based on the PRS II and other guidance and strategic objectives, and then develop budgets and procurement plans to support them. Therefore, both the MTEF Secretariat and the MOF Department of Budget (DOB) have

coordination roles while the planning, budgeting and procurement capacity need to be focused in the MACs which will ultimately form the Sector Working Groups.

At the present time, the MTEF Secretariat is struggling to implement MTEF budgeting for the next Liberian fiscal year, beginning July 1, 2012. Given the current levels of capacity, the achievement of implementation in such a short-time frame will pose a very challenging objective to the GOL. USAID-GEMS Component I, therefore, is in a position to contribute to the current year's MTEF budgeting effort, but more importantly, to the longer term effort of developing the capacity of the GOL to produce high quality MTEF budgets and public sector investment plans.

In this quarter, the MTEF Secretariat requested from USAID the technical assistance services of a long-term advisor to help implement the MTEF process. USAID-GEMS began the recruitment process, and identified a top candidate with buy in from the MPEA and the MTEF Secretariat. With guidance and support from the MTEF advisor, USAID-GEMS plans to build the human and institutional capacity of the MACs in the areas related to MTEF budgeting, public sector investment planning, and implementation. Based on the current knowledge of needs, USAID-GEMS anticipates that capacity development efforts will be targeted on the areas of project planning and management, budgeting and financial management, procurement, and IT-support for these processes. While no in-depth assessments have been done yet, it is probable that the performance gaps on the institutional and human levels are substantial and will take a high level of effort and engagement to address effectively.

USAID-GEMS expects, once the go-ahead has been received from the GOL and USAID/Liberia, to field an MTEF advisor in the next quarter. In conjunction and collaboration with GOL counterparts, the advisor will need to identify and improve the institutional and human entry points for key processes required to implement MTEF effectively. On the institutional level, the processes and structures in regards to the Sector Working Groups will need to be improved, as well as the information exchanges between the MTEF Secretariat, Department of Budget, and MACs. The establishment, clarification, and documentation of the various roles and responsibilities for planning, financial management, procurement, and IT will also need to be addressed in the upcoming quarters as the MTEF budgeting deadline approaches rapidly.

Recruitment of Liberian Professionals

During both this quarter and the next, the team will recruit locally for five financial management specialists, two IT specialists, a procurement specialist, an HR specialist, an asset management specialist and a fleet management specialist. The financial management specialists will also assigned project management responsibilities for a set of MACs and SOEs to help coordinate the efforts of seventeen advisors working at fifteen GOL agencies.

Professional Development and Best Practice Forums

In this quarter, the team developed a plan to create Professional Development and Best Practices Forums to satisfy the need to connect personnel from multiple agencies across the key functional areas of finance, procurement, human resources, asset management and information technology. These forums will be comprised of GOL professionals in a particular functional area that will meet periodically to share ideas and promote standardized best practices across MACs. The members of these forums will be brought together to receive training, assess current

processes, systems and structures, design improvements and develop implementation and sustainability strategies.

These forums will allow for ideas for performance improvements to be shared by all the GOL professionals in a particular discipline. Since the USAID-GEMS approach will promote standardizing processes, policies, procedures and systems as much as possible across MACs, professionals from different MACs will easily be able to communicate, share ideas and develop synergies since they will also be using similar processes, e.g., IFMIS software. These forums will be facilitated and hosted by LIPA and will complement LIPA's efforts to provide sustainable capacity building to Liberian public sector.

COMPONENT 2: FINANCIAL MANAGEMENT AND INFORMATION TECHNOLOGY

The USAID-GEMS Component 2 team endeavors to engage and support LIPA in its mandate to provide training and advisory services to GOL in order to strengthen public sector capacity. Following the developed USAID-GEMS project cycle process of "assess, design, implement, and sustain," the Component 2 team plans to begin next quarter with an in-depth capacity needs assessment and baseline at LIPA and then begin to implement a capacity building intervention to strengthen the courses and delivery system at LIPA.

Both the Team Component Leader (Beenwell Banda) and the Training Advisor (Thierno Kane) joined the USAID-GEMS project in the last month of this quarter. With a focus on the initial engagement and relationship building between the USAID-GEMS team and LIPA's senior leadership, the team started to have opportunities to engage more closely with the institution. The first official working session was held with LIPA senior management, on December 6, 2011, to discuss their capacity building priorities in the context of the services LIPA provides to its clients. During that working session, the team reviewed LIPA's strengths, weaknesses, and needs.

In this quarter, the team also made a presentation to the Governance Commission (GC) to overview the components of the draft work plan. Component 2 continued with a desk review of the various documents and reports on capacity of GOL institutions in general and LIPA, in particular, to identify key intervention areas. Lastly, the Training Advisor developed a draft directory of local training providers, which will be useful during the course design and implementation support period.

The Component 2 team received an official request detailing LIPA's anticipated capacity development needs and expressing an explicit willingness to engage with USAID-GEMS, from the Director General, Mr. Harold J. Monger, on December 13, 2011. Two follow-up discussions were scheduled immediately to be held in the first weeks of next quarter. Subsequently, a meeting will also be scheduled with the Director General of the Civil Service Agency to discuss LIPA's capacity constraints and the way forward.

With the anticipated technical personnel now on the ground for this component, Component 2 will plan to complete their baseline assessments, carefully implement a change management procedure, and begin to craft solutions – in full collaboration with LIPA's management- to begin to bolster both human and institutional capacity building at this agency, starting next quarter.

COMPONENT 3: ICT POLICY AND MANAGEMENT SUPPORT TO GOL

During the first quarter, the GOL assigned overall responsibility for implementing its ICT for Development agenda to the Ministry of Post & Telecommunications (MOPT). Following

consultations with the MOPT, USAID-GEMS drafted and submitted a work plan for Component 3. The team subsequently received initial feedback that the outlined activities were consistent with the GOL's development priorities including MTEF, NCDS, Vision 2030, and PRS II.

Given the constraining operational environment in this quarter, which limited the implementation of the draft work plan, USAID-GEMS focused instead on developing the foundational groundwork for project initiatives under this component.

As outlined in the draft work plan, the major initiatives under Component 3 include working with the GOL to establish a Chief Information Officer (CIO) regime, deploying the ACE cable to enable Liberia's access to broadband internet, assisting the Liberia Telecommunications Authority (LTA) in providing an enabling regulatory regime for distribution of broadband internet, establish common standards and protocols for GOL ICT infrastructure, and developing a strategy for the implementation of pilot e-Government initiatives. With most of the preparatory work done during the first two quarters, USAID-GEMS anticipates that all of these activities can be initiated on a fast-track basis as soon as USAID-GEMS is able to engage fully with its GOL counterparts.

In this quarter, GOL invited personnel from USAID-GEMS to attend the ceremony marking the arrival of the ACE broadband cable in Monrovia. The invitations demonstrated acknowledgement that USAID programming, including USAID-GEMS, contributed to making the arrival of the ACE cable possible. This cable is expected to change the paradigm regarding how ICT is utilized in Liberia. Members from the USAID-GEMS team, including the Component 3 team leader, attended the event, and it was written up as a "success story" for submission to USAID/Liberia (Justin Prudhomme).

USAID-GEMS plans to support Libtelco through the provision of short-term technical assistance to engage and enlist its cooperation to support the connection of the ACE cable with the Inner Monrovia Fiber Optic Ring. This work will also be facilitated in conjunction with the MOPT, LTA, and private sector entities. Component 3 will work to engage Libtelco in the process, with the understanding that while Libtelco is part of the infrastructure supporting the GOL, it is a competitor in a market that will need to be regulated effectively. Despite not being able to engage fully so far, Component 3 has begun to develop internal strategies and processes to consider these sensitive issues in upcoming quarters.

COMPONENT 4: CONCESSIONS MONITORING & MANAGEMENT

USAID-GEMS has received strong collaboration since the beginning of the project from its counterparts in the Bureau of Concessions (BOC) and the soon-to-be National Bureau of Concessions (NBC). This momentum has continued in this quarter with a major push to design a strategy for USAID-GEMS' support of the transition of the BOC into the NBC, with emphasis on training at the BOC during the projected year-long conversion period as a foundation to support the intensive capacity building efforts expected to occur after the foundation of the NBC. Additional activities undertaken included analysis of the institutional environment of concessions, with a primary focus on the institutions that populate the Inter-Ministerial Concessions Commission (IMCC), especially the National Investment Commission (NIC).

Ensuring a smooth transition of the BOC into the NBC is strategic to the Government of Liberia (GOL) because of the central importance of the concessions sector to the GOL's development strategy. It is considered the most important sector regarding the generation of income and employment, revenues for the government, and satisfaction of social needs that otherwise would be difficult to support given the current structure of production and economic activity in the country. While the concessions process involves many players and stakeholders,

the BOC is currently the keystone in the process, thus gauging its current capacities and processes is a necessary first step. In this quarter, Dr. Acosta produced a comprehensive analysis of the BOC to develop a roadmap for its transformation to the NBC. The first phase focused on conducting a capacity assessment of BOC to determine its current capacity and also to project future needs regarding its institutional ability to carry out its new mandate, goals, and objectives.

A second strategic analysis of BOC further evaluated its strengths and weaknesses with considerations of both the organizational and institutional operating environments. This study reviewed BOC's needs and organizational capacity including professional competence (knowledge areas, skills, and attitudes); the leadership process; management and administration; and infrastructure and equipment. The analysis provides review of BOC's internal and external environments, the policy framework, and its role in the concession process.

At the internal level, a capacity assessment exercise was conducted and BOC's strategic functions have been reviewed and analyzed, including managerial processes, financial and human resources, infrastructure, equipment (hardware and software) and information and reporting system in order to define its actual capacity to fulfill its mandate. At the external level, the governance (institutional and legal framework) and relations with key stakeholders, and inter-linkages with other ministries, especially with the Inter-Ministerial Concessions Commission (IMCC), need to be reviewed and analyzed to understand the dynamics of the concession process. The data and information from these studies will help Component 4 technical staff to assist in ushering the BOC through its transition to the NBC. Once implemented, the Act supporting this institutional transition should improve the concessions process and yield policies that ensure better benefits from concessions, in terms of wealth and revenue creation and to use to support economic development that promotes human development and poverty reduction. USAID-GEMS will work with its Component 4 counterparts to assist in reviewing policy creation to help ensure progress towards these outcomes, and help support sustainable institutional and human capacity development within both the BOC/NBC.

Without adequate infrastructure including trained staff in financial and human resources departments at BOC/NBC and in most line ministries and government agencies, there will be limited resources to manage effectively the executed concessions agreements. Indeed, analysis shows that if the concessions process continues with the same trends and with no significant changes in the institutional framework including strengthening the capacity of BOC/NBC; harmonization of laws relative to concessions; clear roles, rules and procedures for the OMCC; reliable collection of data and information; and limited training and capacity building efforts for personnel, then the concession agreements will not be able to support the GOL development goals. Therefore, USAID-GEMS endeavors to support a robust capacity building program beginning with a successful transformation of the BOC into the NBC, followed by strengthening the capacity of the Inter-Ministerial Concessions Committee (IMCC), and finally extend the program to all ministries and government agencies that participate in the concession process, particularly the Technical Committees. In this past quarter, USAID-GEMS Component 4 team, in an ongoing dialogue with its GOL counterparts in this sector, has assessed baselines, intervention points, provided the some initial ICT training, and developed a comprehensive and phased roadmap to lay solid foundational support for the GOL's goals regarding institutional strengthening to support reforms in the concessions sector.

COMPONENT 5: ASSISTANCE TO THE CENTRAL BANK OF LIBERIA

During the start-up phase of USAID-GEMS in the fourth quarter of FY11, the Component 5 team participated with its partner, the Central Bank of Liberia (CBL), in a series of foundational

meetings headed by Mr. James Wilfred, Head of the Payment Systems Unit. These fruitful interactions provided the Component 5 team with entry points for collaboration with the CBL, and yielded a request from the CBL for the Component 5 team to draft a guiding document regarding the establishment of a payments system in-line with the accession requirements detailed by the West Africa Monetary Zone (WAMZ). The key requirements in this context have been an upgrade of the payment system to comply with international best practices, and the installation of bank supervision software to aid with off-site supervision. In this quarter, USAID-GEMS delivered a “roadmap” document which outlined the proposed process to fulfill two requirements that the CBL must meet in order to obtain complete compliance with WAMZ regulations.

This design and planning document supports one of the major project goals for USAID-GEMS: to assist the GOL with WAMZ entry procedures by supporting Liberia’s application for the WAMZ Payment System Development Project. In the process of the alignment and development of its systems, the CBL has actively liaised with the IMF, USAID/Washington, and the African Development Bank to request assistance in upgrading the CBL payment systems. In order to comply with payment system standards for accession to the WAMZ, the CBL decided to acquire the systems adopted by other West African countries.

The AfDB accepted Liberia’s application for funding to modernize its entire payment system as part of the WAMZ projects for regional financial market integration, and subsequently Liberia acceded to WAMZ. While funding from the AfDB has been approved, and their agreed upon Scope of Work (SOW) includes the provision of hardware and software infrastructure for an electronic payment system for both CBL and the commercial banks, these monies do not provide sufficient focus on institutional reform and capacity building to support this proposed requisite infrastructure. USAID-GEMS plans to provide the human and institutional capacity building technical assistance necessary to ensure the smooth inception and continued sustainability of this work.

The Payment Assurance Real-time Information System (PARIS) supported by USAID and developed under the USAID Governance and Economic Management Assistance Program (GEMAP) in 2010 is among the major tools which will support the GOL’s efforts regarding the WAMZ accession item of a payments system in compliance with international standards. PARIS provides authorized parties with a real-time view of all government checks, and enables all parties to register their transaction activities with these checks. This reduces risk, ensures accountability, enhances both the speed and ease of processing, and facilitates more prompt posting of salary accounts for direct deposit. CBL will be able to support better its mandate by having the capacity to provide better service to commercial banks, to reduce systemic risk and support better accounting and reconciliation for GOL checks, and will no longer have to administer the collection and distribution of release orders from the Ministry of Finance. Some of the benefits of this system to commercial banks include quick and convenient access to accurate, up-to-date records of issued GOL checks. Eventually, this will yield an end to delays waiting for paper release orders to be distributed from the MOF to the CBL and then subsequently to each commercial bank. Furthermore, there will be the reduction in the risk of cashing invalid or fraudulent instruments because validating a presented check ensures only legitimate checks will be cashed. Thus, tampered and stop payment order and stale checks will be identified. Additional benefits to the MOF include reduction in the risk of abuse of the check payment system, greatly enhanced reconciliation of GOL accounts, better knowledge of bank balances and outstanding checks, and an improved relationship with commercial banks. The effective implementation of this system will constitute a clear advance in payment processes in Liberia.

During this quarter, USAID-GEMS Component 5 team worked with its counterparts to facilitate the roll out of PARIS between the Ministry of Finance (MOF), the CBL, and commercial banks. During this process, the MOF worked on an interface between its own internal systems and PARIS. This initial attempt was unsuccessful, but USAID-GEMS has been engaged to provide a “fix” to align these systems. The Component 5 team anticipates that PARIS will go live at the beginning of the next fiscal quarter, which will complete the first step in the on the roadmap to a world class payment system.

Installation of bank supervision software to aid with off-site oversight will satisfy the second accession requirement to WAMZ. The West African Monetary Institute (WAMI), with a mandate to promote financial markets integration in the WAMZ, carried out an in-depth assessment of the need for electronic Financial Analysis and Surveillance System (eFASS) as a mechanism for standardization and uniformity in banking supervision processes among the WAMZ central banks, WAMI recognizes the need for the standardization of call reports in facilitating convergence of banking supervision processes of member countries.

To support the initial work towards satisfying this WAMZ requirement, the CBL request that USAID-GEMS Component 5 technical staff review all of the documentation provided by WAMI and provided the CBL with questions that need to be answered regarding bank supervision in country, as well as the eFASS. The eFASS has proven to be not only a reliable supervisory tool, but also plays an important role in ensuring standardization of reporting requirements for central banks which use the system. The WAMI, following the need to standardize call reports through the adoption of a common regulatory reporting platform is advocating implementation of eFASS in five WAMZ member countries: The Gambia, Ghana, Guinea, Liberia and Sierra Leone. USAID-GEMS Component 5 anticipates that its finalized review of these documents will occur at the beginning of FY12, Quarter 2.

In regard to both PARIS and eFASS, while the two systems are distinct and will be funded separately, they are very much interrelated as CBL requirements to the accession to the WAMZ. Once these systems are in place, the CBL will still have to work on monetary issues for accession, but the bank will be well positioned once the issues are addressed and will be able to move forward toward a unified payment and supervisory regime. Since the project start-up, the USAID-GEMS Component 5 team has offered proactive and timely support to the CBL, including the roadmap delivered at the beginning of this quarter, to ensure that CBL’s success in reaching its goal of full compliance with these two WAMZ regulations.

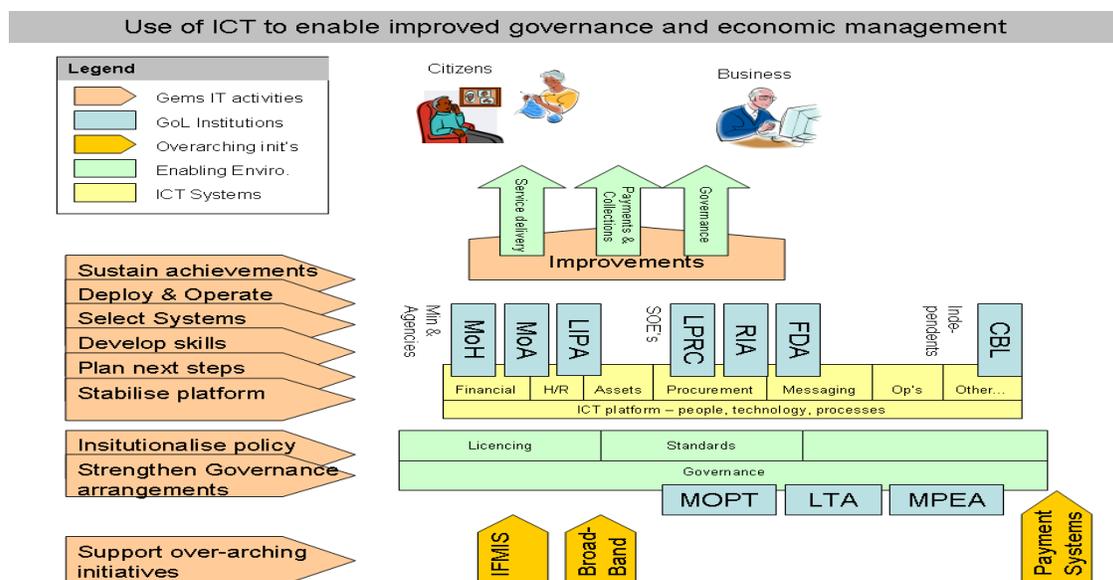
CROSS-CUTTING IT SUPPORT

Throughout this quarter, the USAID-GEMS Component 1 team IT Expert completed tasks and activities to support the project’s internal IT needs, to assist in supporting each component’s IT technical needs, and to ensure compliance with ADS IT regulations and procurement rules. At the beginning of the quarter, after a needs analysis was finished, the IT Expert designed methodologies and tools as foundations to facilitate project management processes. He set up Google Cloud computing to house centrally electronic documents created by the USAID-GEMS team. The teams migrated previously created documents to the cloud computing platform which also enables team members, even in off-site locations, to chat with each other in real-time. This IT solution and platform will enhance the capacity for effective collaboration especially when the project engages more fully at counterpart worksites and has staff deployed to those offices. Eventually, most likely at the end of next quarter, this communication platform will be enhanced to provide “real time” view for USAID and Home Office authorized personnel to view the progress of particular activities, schedules, assigned responsibilities, and deliverables.

It will be a project ecosystem that offers synergistic tools to manage better the multi-disciplinary teams that will be necessary to support the USAID-GEMS project.

Effective use of IT and implementation of ICT activities are cross-cutting threads woven throughout each USAID-GEMS component. USAID-GEMS ICT activities are well-aligned with Liberia’s economic development plans in the Vision 2030 strategy, PRS-II, and MTEF. They also operate the parameters of the Liberian regulatory and strategic regimes including the National Telecommunications Act of 2007, National Telecommunications and ICT Policy of 2010 (recently passed by the Cabinet), Public Financial Management Law of 2009, Public Procurement & Concessions Act, as amended 2010, and Public Financial Management Reform Strategy And Action Plan.

As the following graphic depicts, GEMS IT deployments are designed to enable, harmonize, and institutionalize in order to support human and institutional development.



The USAID-GEMS teams will utilize support IT as a foundation for the ICT policy to enable improved governance and economic management. Some IT activity highlights from the quarter include:

- Support of PARIS (under Component 5) as a payment tracking tool. With PARIS in place, users find it difficult to abuse government regulations, thus reducing graft. Work has been done to re-activate the deployment and training, and initial assessments and counterpart feedback indicate that it is well-understood and that they have a great “appetite” for the system. Full engagement of the system should demonstrable and sustainable effects, and will elevate the payment process in line with international standards.
- Worked with MOH to meet their new ICT requirements. The model used is flexible and designed to support a role out to many MACs once the project is able to engage fully. Initial assessments and associated work plans, based on this flexible model, were completed for eight agencies during this past quarter.

- Worked with Component 4 to identify needs for concessions management. The network will need rehabilitation work done in future quarters of USAID-GEMS.
- Wrote TORs and received approval to recruit for two local technical IT specialists – a Systems & Network Administrator and a Management Information Systems Specialist. They will be utilized to support deployment operations of IT support to selected MACs.
- Conceived of an idea to develop “community of practice” forums to network IT/ICT professionals with each other through various platforms to link peer groups across both the public and private sectors. This will act as a professional support group and will provide information to these personnel on professional opportunities for training and capacity building. This will be developed over the next few quarters.

The IT Expert delivered a IV&V review, in compliance with ADS 548, to get approval for IT procurement. This entailed extensive investigation of the USAID-GEMS IT procurement needs over the entire project lifecycle. Since the expenditures for this procurement has been forecasted over the \$100,000 IV&V threshold, the contracted implementer had to detail the IT systems being utilized and submit for procurement approval. The project expects that all approvals will be received for procurement and full project IT ramp up to proceed at the beginning of the second quarter in the fiscal year.

III. PROJECT OUTPUTS AND DELIVERABLES

COMPONENT 1: BROADENED CAPACITY BUILDING FOR MINISTRIES AND AGENCIES

- Initial Needs Assessments for the MACs partnered with USAID-GEMS;
- Development of an “Integrated Change Management System” tool;
- “Work Plan Template” to streamline data collection and activities at each MAC;
- “Agency Engagement Process” tool to introduce each counterpart’s staff to the USAID-GEMS program;
- Workshop training taken by Component I technical advisers to further understand needs for IFMIS tool and its effective roll out;
- USAID-GEMS acted on the approved TOR the Public Sector Investment Advisor and advertised, screened, and presented a short-listing of three candidates to the MTEF Secretariat. The MTEF Secretariat’s selected candidate is being contracted to begin work in early February 2012;
- Foundational work to have efficient coordination of mechanisms to prepare for next quarter’s period of full engagement;
- Recruitment preparation to hire Liberian Professionals to work fully with USAID-GEMS technical advisers; and
- Foundational work for Professional Development and Best Practices Forums.

COMPONENT 2: FINANCIAL MANAGEMENT AND INFORMATION TECHNOLOGY

- The first official working session was held with LIPA senior management, on December 6, 2011, to discuss their capacity building and the services to be provided to their clients (mainly public sector entities), supported by USAID-GEMS;
- Presentation to the Governance Commission (GC) to overview the components of the draft work plan;
- Continued with a desk review of the various documents/reports on capacity of GOL institutions in general and LIPA in particular to identify key intervention areas; and
- Development of a draft “Directory of Training Providers.”

COMPONENT 3: ICT POLICY AND MANAGEMENT SUPPORT TO GOL

- Preparatory work in developing a CIO regime and e-governance strategy, and
- Planning and support to other components.

COMPONENT 4: CONCESSIONS MONITORING & MANAGEMENT

- Capacity assessment of the BOC;

- Analysis of the monitoring compliance template in the mining sector including the China Union Mineral Development Agreement (MDA) and BHP Billiton Mineral Development Agreement. Field visit to Bong Mines to monitor compliance of the concessionaire.
- Review of the staffing needs for the NBC's proposed structure and salary levels;
- Training needs assessment & training program of BOC personnel for ITC applications;
- Review of current Technical Assistance needs for BOC to strengthen its capacity in agriculture, forestry, mining and petroleum;
- A budget proposal for the Executive Mansion of the National Bureau of Concessions (NBC);
- LOE Program development for component IV in GEMS;
- Analysis and presentation to GEMS team on the National Capacity Building Program;
- Field visit to inspect Firestone export operations at the Monrovia sea port;
- Field visit to Firestone plantation to review the monitoring template;
- Preparation of BOC presentation to the IMCC on BOC's roadmap transition to NBC;
- Meeting with IMCC Technical Team to review the Firestone, Arcelor Mittal and BHP Billiton Monitoring Templates;
- Participation in the IMCC retreat to discuss the NBC;
- NIC workshop on Capacity Assessment and Change Management;
- Review of NIC's capacity development strategy and Review of technical assistance to BOC in commodity trading;
- Workshop with NIC to review the change process in the institution;
- Workshop retreat for NIC to review and update the strategic plan;
- Preparation of a presentation of NBC to the President and Cabinet;
- A strategy for assessing the capacity on the National Investment Commission;
- An assessment of the actual application of ITC technologies at BOC; and
- An assessment of the actual practice of the Monitoring and Management of the concession sector, with the review of the institutional and legal frameworks as well as the capacity to undertake these activities at the BOC.

COMPONENT 5: ASSISTANCE TO THE CENTRAL BANK OF LIBERIA

- Roadmap for WAMZ accession;
- Comprehensive support of PARIS and eFASS; and
- Analysis of "Bank Succession Requirements Document" and development of questions (full delivery expected Q2).

LIST OF REPORTS AND DELIVERABLES SUBMITTED

The following reports and deliverables were submitted to USAID during this quarter:

- Resubmitted Annual Work Plan for Year I with Estimated Levels of Effort per Component. This report is under review by USAID and has not yet been approved.
- Bi-weekly status reports and updates for each component.
- ADS 548 IV&V IT Review

IV. PROJECT ISSUES AND LESSONS LEARNED

The Ministry of Planning and Economic Affairs (MPEA) has the designated mission to coordinate all activities related to the National Capacity Development Strategy (NCDS). As described in the first Quarterly Progress Report, the USAID-GEMS team was not introduced formally to the Ministry of Planning and Economic Affairs (MPEA) during the project launch period. The lack of early working sessions with the MPEA inhibited the ability of USAID-GEMS to obtain stakeholder agreement regarding the approval of the work plan. Without an approved work plan- coupled with the letter MPEA sent to GOL counterparts stating that work with USAID-GEMS should cease during the ongoing project consultations with USAID- clearly constrained the USAID-GEMS team's progress during the quarter.

However, the team actively endeavored to build relationships with GOL partners, even informally, throughout the quarter so that activities and robust engagement will resume when consensus between the MPEA and USAID/Liberia has been reached. As described in the previous sections, each component team worked to create appropriate methodologies, toolkits, and analytical processes to liaise, when possible, with partners during this quarter, and to prepare for the bulk of the engagement and assessment activities expected to begin immediately after the resolution of the MPEA's concerns.

The project's Chief of Party and the Home Office Technical Director have worked proactively to forge a way forward through this current project impasse, through adaptive project management and support for all solution-making efforts. At the end of this quarter, after insignificant progress on the review and approval of the draft work plan submitted in the first quarter, USAID-GEMS project leaders created project infrastructure, proposals, and further work-arounds to develop a way forward despite the constraints of the current operating environment. They developed a strategy of refocusing project resources to provide more robust support to those institutions that have continued to engage with USAID-GEMS. At the end of the quarter, USAID-GEMS drafted a concept paper for USAID/Liberia's consideration, proposing a way forward, which included a proposal to engage with key GOL institutions to prepare the groundwork for a much-needed contract modification to introduce activities and elements to the project that reflect current and emerging GOL priorities.

The following section presents "action plans" that detail the work that USAID-GEMS expects to undertake at those GOL institutions who have been willing to engage with USAID-GEMS since project inception. These plans are representative of the flexible and proactive project management attitude exhibited in all of the component teams which endeavor to continue the integral mission of the project to "support building the capacity of targeted GOL Ministries & Agencies to improve economic governance" through sustainable human and institutional capacity development despite current constraints.

V. ACTION PLANS

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

COMPONENT 1: BROADENED CAPACITY BUILDING FOR MINISTRIES AND AGENCIES

Technical Team: Michael Halbert (MH)—Component Leader, Murvee Gardiner (MG), Terrance Osley (TO), Nicholas Leach (NL), Vicki Cooper (VC), Anthony Waddell (AW), Eric Nelson (EN), Tove Strauss (TS)

GSA ACTION PLAN

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			MONTH, 2012												
			I	2	3	4	5	6	7	8	9	10	11	12	
Activity I: Recruit, Induct and train where necessary a national Assets Expert and a Fleet Management expert LTTAs			Priority	J	F	M	A	M	J	J	A	S	O	N	D
	Tasks	Deliverables													
1.1	Advertise and Interview suitable candidates.	Suitable candidates achieved for second Interview with COP.	High												
1.2	Second Interviews and discuss suitable candidates	Make offers and agree terms.	High												
1.3	Induction and Orientation Process	Ensure a good balanced commencement of employment.	High												
1.4	Asses Candidates, Training and Capacity Development needs.	Ongoing process to ensure maximum effectiveness.	Medium												
1.5	Involve Candidates in the Design Phase of the project.	Forward motion on overall objectives.	Medium												

Activity 2. Along with the GSA Visit and make an initial assessment of the Macs not previously assessed, make contact with those previously visited to explain timeframes and strategic approach.			Priority	MONTH, 2012													
				I	2	3	4	5	6	7	8	9	10	11	12		
Tasks	Deliverables	J		F	M	A	M	J	J	A	S	O	N	D			
2.1	Visit the Macs not previously included and do assessment of level of need.	Start the process of education and desire to improve. Raise awareness of GOL requirement and good practice.	High	■	■	■											
2.2	Re-engage with previously assessed Macs.	Keep them focused on what we have previously started.	Medium		■	■											
2.3	Get GSA fully involved in this process	Raise their awareness of the task in hand and Kick start the process of building relationships between the GSA and the MACs.	High	■	■	■											

Activity 3. With the GSA Research and assess the IFMIS/FreeBalance software Asset management component looking at functionality and compatibility.			Priority	Month, 2012													
				J	F	M	A	M	J	J	A	S	O	N	D		
Tasks	Deliverables	J		F	M	A	M	J	J	A	S	O	N	D			
3.1	Assess FreeBalance asset Management component capability	Create the environment for an informed final decision	High	■													
3.2	Assess FreeBalance/ MainTstar data transfer compatibility	Transfer of existing data to FreeBalance /IFMIS	Medium	■	■	■	■	■									
3.3	Make recommendations for final decision/approval.	Agreement between IFMIS/FreeBalance/GSA	High	■	■												
3.4	Asses training requirement for Super Users/Users/Trainer Trainers at the GSA.	Agree and implement a training program.	High		■	■	■	■									
3.5	Set up Interim central data base in preparation for Data transfer to FreeBalance	To enable the capture of Data in the short term which can then be easily transferred onto the IFMIS asset management component	High			■	■	■	■								

Activity 5. Working with the GSA, Design a simplified process to put into The Macs basic fleet management processes, procedures and guidelines with the objective of better management and economy of the GOL Vehicle fleet and Generators			MONTH, 2012												
			Priority	I	2	3	4	5	6	7	8	9	10	11	12
				J	F	M	A	M	J	J	A	S	O	N	D
Tasks	Deliverables														
5.1	Investigate the possibility of centrally negotiated contracts for vehicle servicing.	Better servicing, reduced costs	Medium												
5.2	Start the process of formulating a procurement policy including a vehicle life cycle.	Reduce number of Vehicle types and reduce costs by earlier vehicle disposal.	Low												
5.3	Start planning for an Inspection of all Government vehicles and establish age and condition	Formulate an accurate central register which will enable better management and decision making	Low												
5.4	Design Procedures and processes and Policy for an 'off the peg' basic vehicle management system, tailor made to fit all MACS	Facilitate basic fleet management processes within the Macs.	High												
5.5	Agree a recommended fuel Policy, investigate the policy of centrally negotiated fuel price and fuel cards with total	Reduced fuel costs	Low												
5.6	Organize a consultative workshop with the Senior managers of the Macs to 'Sell' the process, agree any improvements that may arise.	Achieve senior management support and approval.	High												
5.7	Working with the GSA, LIPA and Component 2 formulate a training Module for lower level fleet management operatives from within the MACS	Thoroughly prepared for the training.	High												
5.8	Deliver training course to all the relevant Macs	Pass on the tools for the MACS to start Basic fleet management	High												
5.9	With the GSA Follow up Visits and support to all participating Macs	Embed basic fleet, management with the Macs and provide assistance and encouragement to achieve the Goal and capacity build both individuals and the organization with the objective of achieving sustainability.	Medium												

2012

PPCC UPCOMING QUARTER PLAN

PUBLIC PROCUREMENT AND CONCESSIONS COMMISSION ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			Technical Area	Priority	MONTH/2012												
					J	F	M	A	M	J	Jy	A	S	O	N	D	
Activity 1: <i>Assist in the development of awareness training for legislatures and newly appointed officials</i>																	
Tasks	Deliverables / Output																
Develop with PPCC the objectives of Legislative and Ministerial briefing	Briefing / Awareness objectives	Procurement & Concessions	High														
Dialogue with Speaker, President Pro-Temp and Secretary to Cabinet on awareness briefing objectives	Agreement on timeframe for briefings	Procurement & Concessions	High														
Prepare in collaboration with PPCC awareness presentation on role of PPCC, IMCC, Legislatures and Ministers in procurement and concessions	Presentation document	Procurement & Concessions	High														
Awareness presentations	Presentations to Legislature and Appointed Officials	Procurement & Concessions	High														
Activity 2: <i>Review and discuss draft revised procurement manual</i>																	
Review procurement manual table of contents with PPCC	Revised Table of Contents	Procurement	High														
Collaborate with PPCC and LIPA to develop procurement community of practice	List of Procurement Professionals for Community of Practice	Procurement	High														
Identify sub-group of community of practice for review of procurement manual	Manual review sub-group	Procurement	High														
Finalize draft revised procurement manual	First draft revised procurement manual	Procurement & Concessions	High														

Share, review and discuss revised draft procurement manual with sub-group	Suggested modifications to 1st draft	Procurement & Concessions	High																
Make revisions to draft procurement manual and resubmit to sub-group and larger community of practice members	Draft Final Revised Procurement Manual	Procurement & Concessions	High																
Share, review and discuss final draft procurement manual with sub-group and PPCC Commissioners	Suggested modifications to draft final procurement manual	Procurement & Concessions	High																
Make revisions and finalize procurement manual	Final revised procurement manual	Procurement & Concessions	High																
PPCC launch of revised procurement manual	Distributed manual	Procurement & Concessions	High																
Activity 3: Undertake functional assessment and provide support																			
Undertake review and assessment of organizational structure	Revised or reconfirmed organizational structure	Crosscutting	High																
Conduct capacity building diagnostic	Procurement and concessions capacity gaps for regulators	Procurement	Medium																
Develop Procurement Capacity Building/Performance Improvement Plan	Capacity Building Plan	Procurement	Medium																
Assist in developing compliance review plan for public entities	Compliance review plan	Procurement	High																
Provide support in interpreting procurement guidelines	Administrative circulars on official interpretations or procedures related to procurement and concession processes	Procurement	High																
Provide support in determining procurement capacity building requirements of public entities	Procurement Capacity Building Plan in collaboration with LIPA	Procurement	Medium																
Undertake full assessment of asset management processes	Asset management baseline	Asset Mgt	Medium																
Train staff in asset management processes established by GSA	Assets documented in required manner	Asset Mgt	Medium																

Assist in registration of all new procurement and implement fleet management policy.	Established fixed assets register and	Asset Mgt	Medium															
Undertake an assessment of financial management function, staff skills, structure	Proposed structure and staff requirements for finance function	Fin. Mgt	High															
Integrate IPSAS Cash basis into financial management policy	IPSAS integrated	Fin. Mgt	High															
Document approved financial management procedures	Input for manual preparation	Fin. Mgt	Medium															
Assist to ensure financial practices are consistent with PFM Act and approved PFM Regulations	Compliant processes and procedures	Fin. Mgt	High															
Train staff on application of documented and approved financial management procedures	Staff implementing PFM regulations in PPCC financial operations	Fin. Mgt	Medium															
Assessment of IFMIS rollout requirements for GC	Timeframe and approach for project support to PPCC IFMIS implementation	Fin. Mgt	High															
Draft or revise financial policies and procedures manual	Financial management operations manual consistent with PFM Act	Fin. Mgt	Medium															
Support the implementation of financial management procedures and IFMIS when applicable	Improved financial management and reporting and operational IFMIS	Fin. Mgt	Medium															
Perform needs assessment of HR processes and staff skills and HR-IT environment and assess against good practices.	HR processes and systems needs, and staff skills requirements for revised structure	HR	Medium															

Identify and validate performance and reporting gaps and opportunities for improvement.	Performance improvement areas and approach	HR	Medium																
Develop performance management system and documents	Performance management and appraisal system	HR	High																
Develop or revise job descriptions for key positions	Job descriptions for current and future state	HR	High																
Identify quick win opportunities	Quick win implementation roadmap	HR	Medium																
Design improvements for enhancing HR function	Detailed activities for HR performance improvement	HR	Low																
Support staff to implement HR improvements	Improved HR functions	HR	Low																
Assess IT infrastructure, software systems, processes, responsibility and strategic IT planning processes	IT baseline	IT	High																
Identify key business processes & assessment of related IT support	IT support requirements for business processes	IT	High																
Assist in designing requirements for and implementing LAN	LAN requirements designed and implementation of LAN	IT	High																
Select, design and implement fast track improvements	IT supported performance improvements	IT	High																

GOVERNANCE COMMISSION

Capacity Development Activities and Tasks				Month											
Activity 1: Develop the capacity of an M&E unit to review and develop mandates and functions of MACs aligned with GOL strategies and plans.				1	2	3	4	5	6	7	8	9	10	11	12
	Tasks	Deliverables	Priority	J	F	M	A	M	JN	JL	A	S	O	N	D
1.1	Develop the TOR of an STTA to lead this effort.	TOR for an STTA	High												
1.2	Recruit and contract qualified STTA.	Consultant contracted on an STTA contract	High												
1.3	Recruit and contract CCN LTTA to assist to continue capacity building efforts if necessary.	CCN LTTA consultant contracted.	High												
1.4	Develop the structure of the M&E Unit, assign or recruit M&E staff	M&E Unit organizational structure	High												
1.5	Identify training needs and develop human capacity development plans	Training needs identified	High												
1.6	Develop training programs to address capacity gaps	Training programs developed	High												
1.8	Train M&E staff	M&E staff trained	High												
1.9	USAID GEMS Advisors and GC develop a sustainability plan for the M&E unit	Sustainability plan developed	High												
1.1	USAID GEMS Advisors and GC gain stakeholder support for sustainability plan and implement	M&E unit is sustainable	High												

Activity 2: Develop revised mandates and functions of MACs aligned with GOL strategies and plans. (The above STTA Consultant will lead and coordinate this Activity)			Month												
	Tasks	Deliverables	Priority	1	2	3	4	5	6	7	8	9	10	11	12
				J	F	M	A	M	J	Jy	A	S	O	N	D
2.1	Work with all USAID GEMS advisors to review existing mandates and functions of targeted MACs	Mandates and functions of targeted MACs reviewed	High												
2.2	The above will develop revised mandates and functions with participation from MACs aligned with PRS II Vision 2030 and propose to stakeholders for buy in and support	Revised mandates and functions for targeted MACs developed	High												
2.3	The M&E Unit will prepare a case for the GC to present the agreed revised mandates and functions to the GOL Cabinet.	Cabinet presented with revised mandates and functions	High												

Activity 3: Draft National Decentralization Act				Month											
	Tasks	Deliverables	Priority	I	2	3	4	5	6	7	8	9	10	11	12
				J	F	M	A	M	J	Jy	A	S	O	N	D
3.1	Develop TOR for qualified STTA	TOR developed	Medium												
3.2	Recruit and contract STTA	STTA consultant contracted	Medium												
3.3	STTA consultant reviews decentralization strategy	Decentralization strategy reviewed	Medium												
3.4	STTA reviews existing legislation affecting structure of municipalities and counties	Relevant legislation reviewed	Medium												
3.5	STTA conducts wide ranging public consultations	Public consultations held and factored into proposals	Medium												
3.6	STTA proposes legislative changes and drafts a National Decentralization Act based on GC inputs and public consultations	Draft National Decentralization Act prepared	Medium												
3.7	STTA consults with GOL Cabinet	Cabinet inputs incorporated into draft law	Medium												
3.8	STTA finalizes draft ACT and submits to GC	Finalized draft law prepared	Medium												

Activity 4: Develop proposals to improve the electoral processes			Month												
(To be completed by the STTA consultant above)			Priority	1	2	3	4	5	6	7	8	9	10	11	12
Tasks	Deliverables	J		F	M	A	M	J	Jy	A	S	O	N	D	
4.1	Assess the current electoral processes including but not limited to: thresholds for political parties, citizenship requirements, senate tenure and other constitutional/legal issues.	Electoral processes assessed	Medium												
4.2	Conduct wide public consultations on the above.	Public consultations held and analyzed	Medium												
4.3	Draft legislative changes or new legislation as required.	Draft legislative changes or legislations prepared	Medium												
4.4	Consult with GOL Cabinet and other stakeholders.	Consultations held with stakeholders	Medium												
4.5	Present finalized legislative changes.	Legislative changes finalized	Medium												

Activity 5: Improve the financial management capacity of the GC on the human, institutional and enabling environment level.			Month											
			Priority	I J	2 F	3 M	4 A	5 M	6 J	7 Jy	8 A	9 S	10 O	11 N
Tasks	Deliverables													
5.1	Conduct an in depth needs assessment on the human, institutional and enabling environment levels.	In depth needs assessment completed	High											
5.2	Revise processes to comply with the PFM law, IFMIS and MTEF budgeting	Processes revised	High											
(Note: if IFMIS can be rolled out to the GC at this time it will be and processes will reflect that if not then the GC will be prepared for a smooth transition to IFMIS and supported during the transition when scheduled by the IFMIS Implementation Unit)														
5.3	Improve or develop financial management processes specific to the GC and not directly related to the above	Processes revised	High											
5.4	Support the implementation of the new GOL chart of accounts, IPSAS accounting standards, PFM mandated reporting requirements and adjustments required to transition to IFMIS.	Various GOL initiatives, reforms and legal requirements addressed in new processes	High											
5.6	Revise the organizational structures and job descriptions to support the processes.	Revised organizational structure developed complete with job descriptions	Medium											

5.7	Draft a policies and procedures manual and create process maps aligned with the above.	Policies and Procedures manuals drafted	Medium												
5.8	Develop training plans and trainings to address staff capacity gaps in light of the above changes, formal, on the job, LIPA and other external.	Training plans developed	Medium												
5.9	Implement the training plans.	Finance staff trained in revised processes	Medium												
Activity 6: Improve the human resources management capacity of the GC on the human, institutional and enabling environment level.				Month											
			Priority	I	2	3	4	5	6	7	8	9	10	11	12
	Tasks	Deliverables		J	F	M	A	M	J	Jy	A	S	O	N	D
6.1	Perform assessment of key HR processes and related HR-IT environment and assess against good practices.	HR processes and systems needs/ requirements for revised structure	High												
6.2	Perform assessment of GC staff skills and determine remediation/interventions required to address identified skill gaps.	Remediation & Training plans required to support revised structure for various staff levels	High												
6.3	Identify and validate process performance and reporting gaps and opportunities for improvement.	Performance improvement areas and approach	High												
6.4	Identify quick win opportunities	Quick win implementation roadmap	High												
6.5	Design improvements for enhancing HR function	Detailed activities for HR performance improvement	High												

6.6	Support staff to implement HR improvements	Improved HR functions	Medium												
6.7	Develop HR performance management system and documents	Performance management and appraisal system	Medium												
6.8	Develop or revise role-based job descriptions for key positions	Job descriptions for current and future state	Medium												
Activity 7: Improve the procurement management capacity of the GC on the human, institutional and enabling environment level.			Month												
	Tasks	Deliverables	Priority	I	2	3	4	5	6	7	8	9	10	11	12
				J	F	M	A	M	J	Jy	A	S	O	N	D
7.1	Undertake in depth procurement assessment	Areas and scope of improvements required in procurement processes identified	High												
7.2	Assist to revise procurement processes and procedures consistent with PPCA and approved procurement regulations	Revised procurement processes	High												
7.3	Conduct procurement capacity building diagnostic	Capacity building plan	High												
7.4	Document revised internal procurement processes	Internal procurement handbook	High												
7.5	Provide assistance in standardizing documentation filing and retrieval system	Structured procurement filing and retrieval system	Medium												
7.6	Liaise with LIPA to train GC staff on application of approved procurement handbook	Staff trained in procurement processes	Medium												
7.7	Support to implement procurement handbook	Improved procurement	Medium												

Activity 8: Improve the asset management capacity of the GC on the human, institutional and enabling environment level.			Month												
	Tasks	Deliverables	Priority	1	2	3	4	5	6	7	8	9	10	11	12
				J	F	M	A	M	J	Jy	A	S	O	N	D
8.1	Do Assessment and establish baseline	Full understanding of requirement	High												
8.2	Explain to Management our AM strategy and likely timeframes	Begin education process	High												
8.3	Workshop for Senior Management	Gain Management Support	Medium												
8.4	Training for functionaries introducing AM and Fleet man. Modules	Introduce AM Modules and supply the tools	Medium												
8.5	In- House mentoring and support	Capacity build with the MAC	Medium												

Activity 9: Improve the ICT environment and management capacity of the GC on the human, institutional and enabling environment level.			Month												
	Tasks	Deliverables	Priority	I	2	3	4	5	6	7	8	9	10	11	12
				J	F	M	A	M	J	Jy	A	S	O	N	D
9.1	Assess IT Infrastructure, Software and IT processes	Baseline	High												
9.2	Assess IT responsibility	Baseline	High												
9.3	Assess IT planning and acquisition processes	Baseline	Medium												
9.4	Assess human behavior with respect to IT	Baseline	High												
9.5	Identify key business processes & assessment of related IT support	Specification of business requirements	High												
9.6	Identify areas of performance improvement	Portfolio of improvement opportunities	High												
9.7	Selection of improvements and development of improvements roadmap	MoU detailing selected improvements	High												
9.8	Design selected corrective actions & roadmap	Detailing of improvements and related activities	High												
9.9	Develop improvements	Improved systems	High												
10	Work with staff to implement improvements	Successful implementation of improved systems	High												

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

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

LIBERIA INSTITUTE OF PUBLIC ADMINISTRATION (LIPA)

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			MONTH/2012											
			PRIORITY	TA RESOURCES	1	2	3	4	5	6	7	8	9	10
Activity 1: <i>Recruit and induct a national Training Coordinator</i>		J			F	M	A	M	J	Jy	A	S	O	N
	Tasks	Deliverables/Performance Measures												
1.1	Develop Terms of Reference (TOR) for the Training Coordinator	TOR developed	High	BB, TK, AG										
1.2	Ensure that the position is advertised to attract suitable candidates and Interview suitable candidates.	Position advertised in the local press, Executive Mansion website, IBI website, UNjobs website, etc.	High	KL, TK										
1.3	Prepare a shortlist of qualified candidates for the position & make arrangements for interviews	Shortlist prepared; & suitable candidates invited for interview	High	BB, TK										
1.4	Facilitate the first round of the interview process	First interview conducted; and 2 top candidates identified	High	KL, BB, TK										
1.5	Facilitate the second interview process – by the COP – of the 2 most qualified candidates	Interview conducted; and one candidate identified	High	KL, BB										
1.6	Ensure the candidate has been formally contracted to assume duties of the position	Contract signed; and candidate reports for duty	High	KL, BB										
1.7	Induct and orient the newly-appointed candidate	Induction process (both on the admin & technical aspects) concluded	High	BB, TK, KL										

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			MONTH/2012												
			PRIORITY	TA RESOURCES	1	2	3	4	5	6	7	8	9	10	11
Activity 2: Plan the assessment and performance improvement process		J			F	M	A	M	J	Jy	A	S	O	N	D
	Tasks	Deliverables/Results													
2.1	Engage with management and staff of LIPA and discuss potential opportunities that will accrue from the assessment process	Management & staff commitment obtained	High	WT, BB, TK, AG											
2.2	Discuss the approach and scope (major capacity building (CB) focus areas) of the assessment process; including responsibilities & expectations of LIPA and GEMS	Concurrence on assessment scope & approach. Ownership over the assessment process promoted	High	WT, BB, TK, AG											
2.3	Discuss LIPA's concerns (if any) relating to the assessment process; including 'Quick-win' needs and priorities, if any	Key issues, concerns and needs incorporated into the assessment approach & process	High	WT, BB, TK, AG											
2.4	Prepare a 'standardized' capacity assessment and performance improvement tool.	Assessment tool prepared	High	BB											
2.5	Prepare and discuss Work plan, Action plan & time-frame (dates) of the assessment	Agreed Work/Action plan	High	WT, BB, TK											
2.6	Prepare assessment needs and budget	Assessment budget & logistical needs identified	High	TK, KL											
2.7	Assemble an Assessment Team and assign responsibilities	TA resources assembled	High	BB											
2.8	Schedule & conduct (Assessment) Team planning meetings	Team commitment & availability obtained	Medium	BB											
2.9	Begin to draft MOU (between USAID & LIPA)	MOU drafted	Medium	BB, TK											

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			MONTH/2012												
			PRIORITY	TA RESOURCES	1	2	3	4	5	6	7	8	9	10	11
Activity 3: Conduct a needs assessment and performance improvement process: CB FOCUS AREA(S): MANDATE, VISION, MISSION AND CORE VALUES		J			F	M	A	M	J	J	A	S	O	N	D
	Tasks	Deliverables/Results													
3.1	Facilitate the review of LIPA's mandate	Consensus reached on implications of LIPA's mandate	High	BB, TK, TO											
3.2	Facilitate the review & development of LIPA's Vision statement	New Vision statement	High	BB, TK, TO											
3.3	Facilitate the review and development of LIPA's Mission statement	New Mission statement	High	BB, TK, TO											
3.4	Facilitate the review and crafting of LIPA's Core values	Core Value statements or Operating principles	High	BB, TK, TO											
3.5	Synthesize findings & preliminary conclusions; & hold (an Activity) post-assessment debriefing as needed.	Consensus gained on 'results' of Activity 3 assessment; including next steps	High	WT, BB, TK, TO											
3.6	Hold a change management workshop	Commitment to the change process	High	TO, BB, TK											
Activity 4: Conduct a needs assessment and performance improvement process: CB FOCUS AREA(S): LEADERSHIP CAPACITY															
4.1	Facilitate the review of LIPA's leadership capacity	Leadership capacity needs identified	High	BB, TK											
4.2	Facilitate the review of LIPAs strategic direction	LIPA's strategic capacity needs identified	High	BB, TK											
4.3	Facilitate the review of LIPA's strategic planning process	Needs to build LIPA's planning capacity identified	High	BB, TK											
4.4	Synthesize findings & preliminary conclusions; & hold (an Activity) post-assessment debriefing.	Consensus gained on 'results' of Activity 4 assessment; including next steps	WT, BB, TK, TO												
4.5	Hold a change management workshop	Commitment to the change process enhanced	TO, BB, TK												

Activity 5: Conduct a needs assessment and performance improvement process: CB FOCUS AREA(S): OBJECTIVES, FUNCTIONS & STRUCTURE				J	F	M	A	M	J	J	A	S	O	N	D
5.1	Facilitate the review of strategic objectives	Strategic objectives reviewed & aligned to mandate, vision & mission	BB, TK												
5.2	Facilitate the review of functions	Functions reviewed & aligned to LIPA's objectives	BB, TK												
5.3	Facilitate the review of operating structure	Operating structure reviewed & aligned to priority functions	BB, TK												
5.4	Synthesize findings & preliminary conclusions; & hold (an Activity) post-assessment debriefing.	Consensus gained on 'results' of Activity 5 assessment; including next steps	WT, BB, TK												
5.5	Hold a change management workshop	Commitment to the change process enhanced	TO, BB, TK												

Activity 6: Conduct a needs assessment and performance improvement process: CB FOCUS AREA(S): HUMAN RESOURCE MANAGEMENT				J	F	M	A	M	J	J	A	S	O	N	D
6.1	Facilitate assessment of LIPA's HR planning capacity	HR planning capacity needs identified	TO, BB, TK												
6.2	Facilitate assessment of LIPA's HR staffing capacity	HR staffing capacity needs identified	TO, BB, TK												
6.3	Facilitate assessment of LIPA's HR development (Training) capacity	HR training capacity needs identified	TO, BB, TK												
6.4	Facilitate assessment of LIPA's capacity to appraise & reward HR	Capacity needs for HR appraisal & rewards systems identified	TO, BB, TK												
6.5	Facilitate assessment of LIPA's staff relations capacity	HR staff relations capacity needs identified	TO, BB, TK												
6.6	Facilitate assessment of LIPA's gender responsiveness	Gender responsiveness & mainstreaming needs identified	TO, BB, TK												
6.6	Synthesize findings & preliminary conclusions; & hold (an Activity) post-assessment debriefing.	Consensus gained on 'results' of Activity 6 assessment; including next steps	WT, TO, BB, TK												
6.7	Hold a change management workshop	Commitment to the change process enhanced	TO, BB, TK												

Activity 7: Conduct a needs assessment and performance improvement process: CB FOCUS AREA(S): PROGRAM MANAGEMENT					J	F	M	A	M	J	J	A	S	O	N	D
7.1	Facilitate the review of LIPA's program planning capacity	Program planning capacity needs identified	BB, TK, AG													
7.2	Facilitate the review of LIPA's program implementation capacity	Program implementation capacity needs identified	BB, TK, AG													
7.3	Facilitate the review of program M&E capacity	Program M&E capacity needs identified	BB, TK, AG													
7.4	Synthesize findings & preliminary conclusions; & hold (an Activity) post-assessment debriefing.	Consensus gained on 'results' of Activity 5 assessment; including next steps	WT, BB, TK, AG													
7.5	Hold a change management workshop	Commitment to the change process enhanced	TO, BB, TK													
Activity 8: Conduct a needs assessment and performance improvement process: CB FOCUS AREA(S): PROCESS MANAGEMENT																
8.1	Facilitate assessment of LIPA's problem-solving and decision making process	Processes mapped & capacity needs identified	TO, BB, TK													
8.2	Facilitate assessment of LIPA's operational planning process	Operational capacity needs identified	TO, BB, TK													
8.3	Facilitate assessment of LIPA's communication	Communication system assessed & capacity needs identified	TO, BB, TK													
8.4	Facilitate assessment of LIPA's departmental or divisional M&E process	Departmental or divisional M&E capacity needs assessed & identified	TO, BB, TK													
8.6	Synthesize findings & preliminary conclusions; & hold (an Activity) post-assessment debriefing.	Consensus gained on 'results' of Activity 8 assessment; including next steps	WT, TO, BB, TK													
8.7	Hold a change management workshop	Commitment to the change process enhanced	TO, BB, TK													

Activity 9: Conduct a needs assessment and performance improvement process: CB FOCUS AREA(S): FINANCIAL MANAGEMENT				J	F	M	A	M	J	J	A	S	O	N	D
9.1	Facilitate the assessment of LIPA's financial planning capacity	Financial planning capacity assessed & needs identified	MH, MG, BB, TK												
9.2	Facilitate the assessment of LIPA's financial accountability system	Financial accountability system assessed & capacity building needs identified	MH, MG, BB, TK												
9.3	Facilitate the assessment of LIPA's financial reporting and monitoring system	Financial reporting & monitoring system assessed & capacity needs identified	MH, MG, BB, TK												
9.4	Synthesize findings & preliminary conclusions; & hold (an Activity) post-assessment debriefing.	Consensus gained on 'results' of Activity 9; including next steps	WT, MH, MG, BB, TK												
9.5	Hold a change management workshop	Commitment to the change process enhanced	TO, BB, TK												
Activity 10: Conduct a needs assessment and performance improvement process: CB FOCUS AREA(S): INFRASTRUCTURE & ASSETS, PROCUREMENT & TECHNOLOGY				J	F	M	A	M	J	J	A	S	O	N	D
10.1	Facilitate assessment of LIPA's facilities and assets	LIPA's facilities & assets assessed needs identified	NL, BB, TK												
10.2	Facilitate assessment of LIPA's Procurement system	Procurement system assessed & needs identified	VC, BB, TK												
10.3	Facilitate assessment of LIPA's IT infrastructure	IT infrastructure assessed & capacity needs identified	AW, BB, TK												
10.4	Synthesize findings & preliminary conclusions; & hold (an Activity) post-assessment debriefing.	Consensus gained on 'results' of Activity 10; including next steps	WT, NL, VC, AW, BB, TK												
10.5	Hold a change management workshop	Commitment to the change process enhanced	TO, BB, TK												

Activity 11: Conduct a needs assessment and performance improvement process: CB					J	F	M	A	M	J	J	A	S	O	N	D
FOCUS AREA(S): INTER-ORGANISATIONAL LINKAGES					J	F	M	A	M	J	J	A	S	O	N	D
11.1	Work with LIPA to identify critical networks, coalitions and partnerships	LIPA's networks, coalitions & partnerships mapped	BB, TK													
11.2	Assess opportunities for linkages (including electronic linkages) with the networks, coalitions & partners	Opportunities for linkages identified	BB, TK													
11.4	Synthesize findings & preliminary conclusions; & hold (an Activity) post-assessment debriefing.	Consensus gained on 'results' of Activity 9; including next steps	WT, BB, TK													
11.5	Hold a change management workshop	Commitment to the change process enhanced	TO, BB, TK													
Activity 12: Compile an Assessment Report					J	F	M	A	M	J	J	A	S	O	N	D
12.1	Compile a draft Assessment report	Draft assessment report produced	All TAs													
8122	Begin to produce a CB Plan	Initial draft CB plan	All TAs													

COMPONENT 3: ICT POLICY AND MANAGEMENT SUPPORT TO GOL

Technical Team: Reg Miller (RM)—Component Leader

The overall thrust of GEMS component-3 is to implement the National ICT and Telecommunications Policy of 2011. This component has been highly constrained due to the current operating environment. Once this impasse has been bridged, the following activities are expected to be completed or initiated in the next quarter; for efficiency, the tasks will be done consecutively and not necessarily in any particular sequence:

- One of the first activities will be to establish a Chief Information Officer (CIO) Regime by working with the Civil Service Agency (CSA), Ministry of Posts and Telecommunications (MOPT), and appointing and training CIOs in key ministries of the GOL. This will involve many sub-activities including obtaining Civil Service Agency (CSA) approval, identifying ICT champions in Government and private sector and competitively recruiting them, specialized training, and providing the necessary tools to do their job (computers, equipment, LAN, Internet, hardware, software, etc.)
- The next initiative will be to provide technical assistance (TA) to the regulator, Liberia Telecommunications Authority (LTA), the infrastructure provider, Liberia Telecommunications Corporation (LTA), and the policy arm of the Government, the Ministry of Posts and Telecommunications (MOPT), to prepare for the roll-out of the ACE cable (high-speed broadband internet). The TA would involve regulatory, infrastructure planning and policy support, in collaboration with other donors including the World Bank.
- Another important activity will be to dissolve the ICT4D Steering Committee which was constituted under GEMAP, and establish the ICT Governance Board (ICTGB), which would be an apex level decision making body for all ICT programs/expenditures in the country. In accordance with the National ICT and Telecommunications Policy, ICTGB will be chaired by the President of Liberia.
- Preparatory work will be done to establish a Program Management Office (PMO) at Ministry of Posts and Telecommunications (MOPT) for the purpose of being the focal point or central support unit for the CIOs for implementing ICT standards and guidelines across the Government. The PMO will act as the primary interface to the ministries in providing technical advisory and management support for all ICT activities to ensure a consistent, standardized ICT environment across government. It will be staffed with a program manager and domain experts in various ICT disciplines, with heavy customer support skills.

COMPONENT 4: CONCESSIONS MONITORING AND MANAGEMENT

Technical Team: Ricardo Acosta (RA)—Component Leader

Phase and activities	Q2(FY2012)			Q3 (FY2012)			Q4(FY2012)			Q1 (2013)		
	January	February	March	April	May	June	July	August	September	October	November	December
Phase I: Diagnostic Intervention												
➤ Process & policy analysis of concessions		■										
➤ Organizing BOC's data & filing	■	■										
➤ NIC Retreat		■										
➤ NIC Capacity assessment		■										
➤ NIC strategic analysis & Strategic plan		■										
➤ NIC's ICT capacity assessment			■									
➤ NIC's ICT applications upgrade		■										
➤ NIC training needs assessment			■									
➤ NIC capacity Development program												

Phase II: Transforming BOC into NBC	January	February	March	April	May	June	July	August	September	October	November	December
➤ NBC Institutional assessment (M&A;IMCC)		██										
➤ Needs assessment of M&A		██										
➤ Capacity Development program for M&A				██								
➤ Workshop NBC stakeholders		████										
➤ Concessions Governance (PPCA & Laws)		██										
➤ NBC strategic plan		██										
➤ NBC organizational analysis		████████████████████										
➤ NBC capacity development strategy		██										
➤ Recruiting International & Local consultants		██										

Phase III: Strengthening the capacity of NBC	January	February	March	April	May	June	July	August	September	October	November	December
➤ Database & information system design						■	■	■				
➤ M & E system design						■	■	■				
➤ Web page design				■	■							
➤ Training needs assessment on M&E					■	■	■	■				
➤ Training on M&E				■	■							
➤ Training needs assessment on concessions Mgt.					■	■	■	■	■	■	■	■
➤ Training M&A on Concessions Mgt.					■	■	■	■				
➤ Purchasing equipment (Hardware & Software, etc.)				■	■							
➤ Purchasing vehicles												
➤ Securing premises & infrastructure for NBC												

COMPONENT 5: ASSISTANCE TO THE CENTRAL BANK OF LIBERIA

Technical Team: John Sloyka (JS)—Component Leader

CENTRAL BANK OF LIBERIA MANAGEMENT ACTION PLAN 2012

ACTIVITY AND CAPACITY DEVELOPMENT MILESTONES/DELIVERABLES			MONTH/2012												
			1	2	3	4	5	6	7	8	9	10	11	12	
Activity 1: <i>Recruit , Induct and train where necessary a payment system and bank supervision assistant</i>			Priority	J	F	M	A	M	J	Jy	A	S	O	N	D
	Tasks	Deliverables													
1.1	Advertise and Interview suitable candidates.	Suitable candidates achieved for second Interview with COP	High												
1.2	Second Interviews and discuss suitable candidates	Make offers and agree terms	High												
1.3	Involve Candidates in the Design Phase of the project.	Forward motion on overall objectives.	Medium												

Activity 2, CBL implements payment and accounting systems effectively			MONTH/2012											
			I	2	3	4	5	6	7	8	9	10	11	12
Tasks	Deliverables	Priority	J	F	M	A	M	J	Jy	A	S	O	N	D
2.1	Coordinate between CBL and WAMI on requirements for WAMI accession regarding payments	Regulatory framework in place	High											
2.2	Coordinate between CBL and WAMI on requirements for WAMI accession on bank supervision	WAMI approved framework in place	High											
2.3	Roadmap for payment system project implementation	Agreed roadmap with CBL	High											
2.4	Capacity building for CBL, MOF and commercial banks	Training and integrations with LIPA	High											

Activity 3. GOL migration to direct deposit of payments completed			MONTH/2012												
	Tasks	Deliverables	Priority	1	2	3	4	5	6	7	8	9	10	11	12
				J	F	M	A	M	J	Jy	A	S	O	N	D
3.1	Support MOF direct deposit scheme through PARIS implementation and interfaces between MOF and CBL	Majority of civil servants paid via direct deposit	High												

Activity 4. Mobile commerce (money) is regulated and monitored effectively			MONTH/2012												
	Tasks	Deliverables	Priority	1	2	3	4	5	6	7	8	9	10	11	12
				J	F	M	A	M	J	Jy	A	S	O	N	D
4.1	Review regulation to allow for mobile commerce	Draft new / revised regulations	High												
4.2	Discuss regulation with mobile service providers and the commercial banks	Mobile commerce (money) regulation in place	High												

ANNEX 1: USAID-GEMS IMPLEMENTATION TEAM

WT: Wilbur Thomas, Chief of Party

PC: Paul Collins, Deputy Chief of Party, Programs

MJ: Mohamed Jawara, Deputy Chief of Party, Operations

COMPONENT 1:

MH: Michael Halbert (Financial Management)

MG: Murvee Gardiner (Financial Management)

TO: Terrance Osley (Human Resources)

NL: Nicholas Leach (Asset Management)

VC: Vicki Cooper (Procurement)

AW: Anthony Waddell (IT)

COMPONENT 2:

BB: Beenwell Banda (Senior Training Coordinator)

TK: Thierno Kane (Training Specialist)

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

COMPONENT 3:

RM: Reg Miller (ICT)

COMPONENT 4:

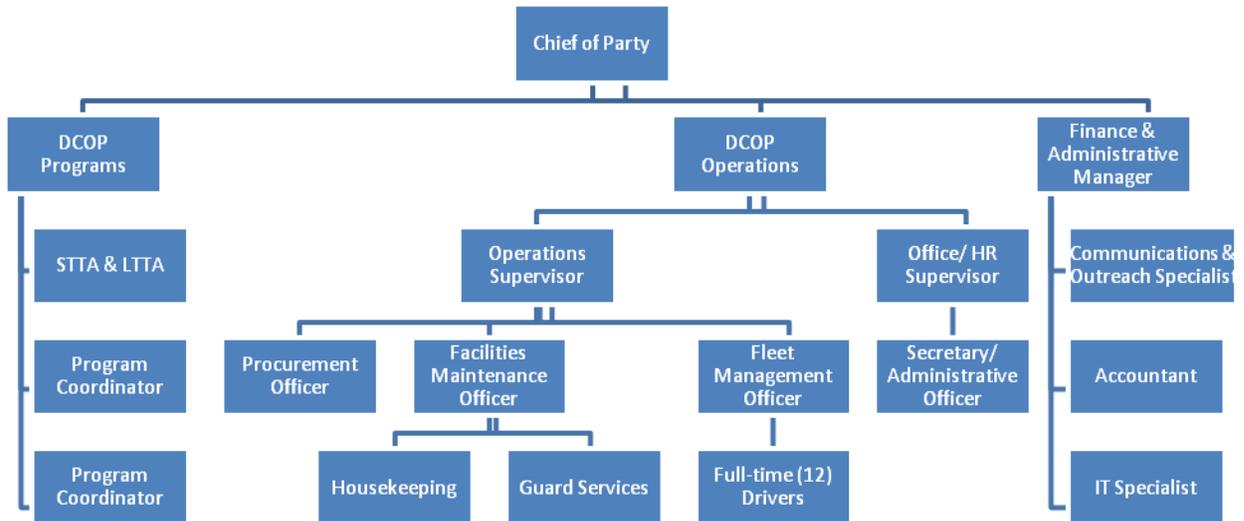
RA: Ricardo Acosta (Concessions Expert)

COMPONENT 5:

JS: John Sloyka (Payment Systems Expert)

ANNEX 2: USAID-GEMS ORGANIZATIONAL CHART

AS OF 12/31/2011



For more information, please visit
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