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

ANNUAL PROGRESS REPORT:  
OCTOBER 1, 2011–SEPTEMBER 30, 2012 (FY12)

OCTOBER 2012

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## ACRONYMS

AM	Asset Management
ASYCUDA	Automated System for Customs Data
BOC	Bureau of Concessions
CAG	Controller and Accounting General
CBL	Central Bank of Liberia
CCN	Cooperating Country National
CIO	Chief Information Officer
CMC	Change Management Committee
CMO	Chief Medical Officer
COP	Chief of Party
CSA	Civil Service Agency
DoB	Department of Budget
DoR	Department of Revenue
eFASS	Electronic Financial Analysis & Surveillance System
ESS	Employee/Staff Satisfaction Survey
FDA	Forestry Development Authority
FM	Financial Management
FY	Fiscal Year
GC	Governance Commission
GOL	Government of Liberia
GSA	General Services Agency
HICD	Human and Institutional Capacity Development
HR	Human Resources
HRM	Human Resources Management
ICT	Information and Communication Technology
ICTGB	Information and Communications Technology Governance Board
IFMIS	Integrated Financial Management Information System
IMCC	Inter-Ministerial Concessions Commission
IPSAS	International Public Sector Accounting Standards
IT	Information Technology
LEITI	Liberia Extractive Industries Transparency Initiative
LAC	Liberian Agricultural Company
LAN	Local Area Network
LIPA	Liberia Institute of Public Administration
LPRC	Liberia Petroleum Refinery Company
LTA	Liberia Telecommunications Authority
LTTA	Long-term Technical Assistance
MAC	Ministry, Agency, & Commission

MIS	Management Information System
MLME	Ministry of Lands, Mines & Energy
MOF	Ministry of Finance
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunications
MOU	Memorandum of Understanding
MPEA	Ministry of Planning and Economic Affairs
MTEF	Medium Term Expenditure Framework
NBC	National Bureau of Concessions
NCDS	National Capacity Development Strategy
NCDU	National Capacity Development Unit
NGO	Non-governmental Organization
NIC	National Investment Commission
OGI	Open Governance Initiative
PARIS	Payment Assurance Real-time Information System
PFM	Public Financial Management
PFMRCU	Public Financial Management Reforms Coordinating Unit
PFMRIU	Public Financial Management Reform Implementation Unit
PM/PA	Performance Management/Assessment
PMO	Project Management Office
PMP	Performance Management Plan
PPCA	Public Procurement and Concessions Act
PPCC	Public Procurement and Concessions Commission
PPM	Public Procurement Manual
PRS	Poverty Reduction Strategy
RFID	Radio-Frequency Identification
RIA	Roberts International Airport
SSC	Shared Services Center
STTA	Short-term Technical Assistance
TA	Technical Assistant
TAS	Tax Automation System
TNA	Training Needs Assessment
TOR	Terms of Reference
TOT	Training of Trainer
UA	Universal Access
USAID	United States Agency for International Development
USAID-GEMS	USAID Governance and Economic Management Support Project
UTM	Unified Threat Management
VIN	Vehicle Identification Number
WARCIP	West Africa Regional Communications Infrastructure Program
WB	World Bank

## EXECUTIVE SUMMARY

This report covers activities and program operations undertaken during the first full year of the project from October 2011 through September 2012.

Awarded to IBI International on June 29, 2011, the United States Agency for International Development Governance and Economic Management Support (USAID-GEMS) project is designed to strengthen human and institutional capacity in the public sector within targeted Liberian Ministries, Agencies, and Commissions (MACs) by utilizing in-depth assessments and performance improvement methodologies. The project's management and technical teams, in full coordination with USAID/Liberia and its GOL partners, seek to build capacity using a results-driven approach that supports sustainable outcomes in alignment with President Johnson-Sirleaf's message to the Liberian legislature in 2010:

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

In the first quarter of the project (FY 11, Q4), the successful set up of the USAID-GEMS office and fielding of all long-term key technical and administrative staff was achieved as envisioned and diagrammed in the initial discussions between USAID/Liberia and the leadership of USAID-GEMS. Buoyed by this accomplishment, the USAID-GEMS team worked in Fiscal Year 2012 to deepen the collaboration with both the Government of Liberia (GOL) counterparts and USAID/Liberia to continue to assess institutional needs and define the interventions proposed in the draft work plan.

In October, the Ministry of Planning and Economic Affairs (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 movement towards supporting internal foundational efforts to develop methodologies and tools necessary to support the formulation of appropriate technical approaches given the operating environment at that time.

Despite these unanticipated challenges and constraints, USAID-GEMS made progress on proposed activities with several institutions that have overarching responsibility in our targeted areas. In particular, the Governance Commission (GC), General Services Agency (GSA), Public Procurement and Concessions Commission (PPCC), Ministry of Finance Department of Revenue (DOR), and the Liberia Institute of Public Administration (LIPA). Also, during that discussion period between USAID and the GOL, USAID-GEMS fielded a number of short-term technical experts in response to current and emerging GOL priorities.

To address the GOL's rapidly evolving social and economic development objectives as articulated in the Agenda for Transformation, Liberia Rising Vision 2030 and the Public Financial Reform Implementation Strategy, the USAID-GEMS Scope of Work was modified and agreed upon between USAID and the

GOL in March 2012 to align with these priorities. Following the modification of the contract, USAID-GEMS took steps to strengthen its capacity building approach through applying, with appropriate refinements, USAID's Human & Institutional Capacity Development (HICD) model to support the design of USAID-GEMS' project interventions. These activities are aligned closely with the GOL's National Capacity Development Strategy (NCDS) and are envisioned to be sustainable after the end of USAID-GEMS.

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

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

USAID-GEMS supports selected economic governance reform initiatives from the GOL's guiding framework including the Agenda for Transformation, Liberia Rising 2030, the Public Finance Reform Implementation Strategy, the National Capacity Development Strategy, the Civil Service Reform Strategy, and the National Decentralization Policy.

- *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 in line with GOL's development framework, to facilitate the sharing of information across the government, and to help maintain GOL ownership of the process and responsibility for its sustainable implementation.

- *Emphasizing the Use of Liberia Technical Experts*

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

The refined HICD approach, based on the USAID HICD's Handbook description of "target[ing] interconnected functions across multiple institutions,"<sup>1</sup> will build capacity using a results-oriented approach, whereby participating institutions will develop and maintain systems that increase transparency and accountability, promote efficiency, increase public investment through targeted programs, enhance revenue, and limit opportunities for corruption. Furthermore, the HICD framework strengthens USAID-GEMS' ability to leverage institutional performance improvement and enabling environment as the means to support and sustain capacity building.

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

- Managing national resources effectively
- Building national wealth

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<sup>1</sup> USAID HICD Handbook (2010), p. 11.



- Promoting equity and youth empowerment

The focus of USAID-GEMS, following the official program launch on April 5, 2012, has been on identifying and undertaking institutional diagnostics, conducting capacity assessments in targeted functional areas, identifying existing performance gaps, designing and agreeing upon solutions packages, and developing processes and procedures, when appropriate. The USAID-GEMS' team works in collaboration with the overarching GOL institutions responsible for financial management, human resource management, procurement, asset management, information and communication technology, civil service training, concessions management, and national payment systems.

Some of the major accomplishments within the FY12 project year are highlighted below:

- USAID-GEMS completed institutional capacity assessments for the National Investment Commission (NIC), Civil Service Agency (CSA), General Services Agency (GSA), Governance Commission (GC), Public Procurement and Concessions Commission (PPCC), National Bureau of Concessions (NBC), and the Liberia Institute of Public Administration (LIPA);
- Conducted visioning sessions, established new/revised/revalidated vision and mission statements, revisited organizational structure and conducted change management workshops with management teams of NIC, CSA, GSA and LIPA;
- Designed and directed a health worker pay survey on behalf of the Ministry of Health and Social Welfare (MOHSW) which collected data on more than 8,000 health workers;
- Designed and conducted a vehicle fleet survey in collaboration with GSA at 90 MACs;
- Sponsored the Director General and Deputy Director General of GSA on a study tour to South Africa, Botswana, Rwanda and East Timor to review property and fleet management approaches, processes, and lessons learned along with asset management software tools;
- Developed vehicle, motorcycle and generator maintenance manuals both to support the reduction of cost and as an anti-corruption initiative;
- Developed a GOL vehicular fleet management policy, which has been approved by the Cabinet and supports cost reduction and anti-corruption initiatives;
- Re-wrote the Public Procurement Handbook and Regulations;
- Developed a Conflict of Interest Avoidance Manual as a component of the Public Procurement Handbook;
- Developed an on-line Payment Assurance Realtime Information System (PARIS) to link the Ministry of Finance (MOF), the Central Bank of Liberia (CBL), and the commercial banks to enable them to have real-time view of all government checks, and provide all parties with the tools to register their transactional activities with these checks;
- Conceptualized, designed, and developed a story board presentation and procured electronic billboard for an Open Government Initiative with the Ministry of Finance (MOF) in support of anti-corruption initiatives and to provide GOL financial performance information to the general public;

- Recruited a Senior Economist to assist the Minister of Finance and staff of a macro-fiscal advisory team within the MOF;
- Built the foundation to provide support to 20 members of the President's Young Professionals Program to the Department of Budget for two years each, beginning with 14 participants in October 2012 and an additional 6 in October 2013;
- Completed a customer needs assessment of five entities in collaboration with LIPA and CSA to determine the needs for public sector training programs;
- Reviewed and refined Civil Service HR standing orders and policy against best practice;
- Developed Civil Service HR performance management system and documents to be issued by the CSA for implementation across the civil service;
- Developed the roadmap for implementing the public sector pension scheme, which has been approved by Cabinet;
- As GSA had already begun implementation of QuickBooks independently, the team presented GSA staff with two spreadsheet tools to enhance PFM compliance, some of which they have started to utilize;
- Agreed upon the provision of four internationally qualified accountants as accounting lecturers to LIPA to support credentialing exams and financial management improvement in the public sector;
- Began building the institutional capacity of LIPA and CSA to jointly conduct a customer 'needs assessment' survey through undertaking capacity development (training) needs assessment at LIPA, CSA, GSA, PPCC and GC to determine the priority performance opportunities where LIPA can offer its training and advisory services;
- Facilitated the acceptance of the Chief Information Officer role as a civil service position;
- Provided support and advocacy for the National Bureau of Concessions Act signed into law by President Johnson Sirleaf;
- Developed a roadmap for the transition of the BOC to the NBC and the establishment of the NBC;
- Developed and delivered an eight week training program on concession management to accelerate the integration of the existing BOC staff with the new NBC team;
- Developed monitoring matrices for NBC contract compliance reviews;
- Developed operational guidelines for the Inter-Ministerial Concessions Committee;
- Developed a strategy for piloting the transfer of government employee direct deposit salaries via mobile money;
- Conducted five focus groups with teachers, fire fighters and policemen to evaluate overall interest in the use of mobile money facilities; and
- Drafted MOUs to guide collaboration between USAID-GEMS and the NIC, NBC, CSA, GSA, PPCC, GC and LIPA.

## I. PROGRAM OVERVIEW

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

The project supports the 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 should significantly reduce Liberia's dependency on international support over the long term.

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

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

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

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

**Objective 4:** Management of natural resource concessions is more efficient, effective, and transparent due to a modified legal framework that clarifies the roles and responsibilities of relevant GOL institutions, and the introduction of management and oversight tools utilizing automated ICT-based systems.

**Objective 5:** GOL is able to establish and utilize a national payment system in line with international and regional standards, which enables accurate and timely processing and reconciliation of GOL payments to vendors and civil servants, utilizing mobile technologies where feasible.

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

## STRATEGIC APPROACH

At the official USAID-GEMS' project launch in April 2012, the team had methodologies prepared and approaches ready for rapid roll out. USAID-GEMS assistance began with selected MACs that have cross-cutting technical authority for determining the GOL's processes and procedures and that also provide support and strategic oversight in the technical and functional areas that USAID-GEMS seeks to improve, namely:

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

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

USAID-GEMS has engaged purposefully and strategically with these counterpart institutions. Performance improvement initiatives in this "first wave" of cross-cutting institutions will allow them to better support and oversee other MACs. Within CSA, GSA, PPCC, LIPA and NBC, the core functions were assessed to gauge capacity, in addition to the USAID-GEMS targeted areas of financial management, human resources management, procurement, assets management, IT, and M&E. This approach allows USAID-GEMS to support these cross-cutting agencies in developing and implementing policies, procedures and processes across the GOL in a consistent, structured and accelerated manner.

When policies, procedures and processes do not exist, USAID-GEMS provides support to establish them. As much as practicable, support with systems, equipment and technology to improve management effectiveness is also being provided by USAID-GEMS.

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

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

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

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

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

**3. Managing change and sustainability.**

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



## II. PROGRAM ACHIEVEMENTS AND PERFORMANCE

### ACHIEVEMENTS BY PROGRAM OBJECTIVES

USAID-GEMS structured its project delivery team around the five project objectives, with an integrated plan for achieving demonstrable human and institutional capacity development that will improve performance of targeted public sector institutions. The deliverables produced in this fiscal year are presented in Appendix I, Table 3.

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

### OBJECTIVE I: GOL MANAGEMENT SYSTEMS

This objective utilizes technical advisors (TAs), both expatriate and cooperating country nationals (CCNs), to support the GOL's efforts in improving the performance of administrative and management support areas of finance, human resources, procurement, assets, information technology, and monitoring and evaluation. USAID-GEMS has undertaken institutional diagnostics and in-depth functional area assessments at the CSA, GSA, PPCC, GC, NIC, NBC and LIPA. The progress and achievements under this objective are provided below.

**USAID-GEMS Objective I:  
GOL management systems  
and key organizational  
functions of participating GOL  
institutions conform to  
international good practice  
standards.**

#### A. Financial Management

The financial management technical assistance team is composed of five long-term technical assistance (LTTA) professionals. They consist of one expatriate financial advisor, Mr. Micheal Halbert, and one Liberian financial advisor, Mr. Murvee Gardiner, supported by three Liberian financial specialists: Ms. Gloria Dennis, Ms. Florence Fahnbulleh-Harris and Mr. Gregory Johnson.

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

1. Senior Economic Advisor, commencing October 1, 2012, to support the Minister of Finance, and
2. Policy Analyst, expected to commence November 1, 2012, to provide research and analysis of economic data to support informed decision making.

In the first three quarters of the project, the Financial Management Advisory team focused on the completion of in-depth financial management assessments of seven, "Wave I" USAID-GEMS supported agencies: the CSA, GSA, PPCC, NIC, NBC, LIPA and GC. The assessment tool addressed staffing capacity, technology use and/or readiness for Integrated Financial Management Information System

(IFMIS) implementation along with the four key elements of financial management as required in the PFM Act: 1) MTEF Budget Formation and Execution; 2) Cash Management; 3) Accounting and Reporting; and 4) Internal Controls and Audits. This led to the development of a standard solutions package to guide the capacity development engagement, collaboration and support to key GOL agencies and projects, such as the MOF Public Financial Management Reforms Coordination Unit (PFMRCU) and LIPA.

During the fourth quarter, the financial management advisory team finalized the design and implementation phase solutions packages/work plans with the CSA, GSA, PPCC, NIC, LIPA, GC and NBC. The CSA was included in the first phase of the IFMIS roll-out to line ministries and the GSA purchased QuickBooks software and began implementation with their own resources. The GSA also recruited an internationally qualified accountant for the position of Controller. As a result, USAID-GEMS has adjusted the work plans and solutions proposed for both the CSA and GSA. The financial management technical assistance team will assist the IFMIS implementation at the CSA and there is no need for interim software. The GSA has increased their human and institutional capacity thereby reducing the necessary USAID-GEMS support in accounting systems. LIPA specifically requested support to procure and implement QuickBooks software. This will result in six of the seven USAID-GEMS' Wave I MACs receiving support to install QuickBooks as a transition accounting software tool prior to the implementation of IFMIS.

The financial management technical assistance team has organized its support to the seven institutions into two groups. The four autonomous agencies (PPCC, GC, NBC and NIC) will all use QuickBooks. Two of the three non-autonomous agencies (LIPA and GSA) will use QuickBooks, and the CSA will deepen its ability to fully implement IFMIS, which is already operational.

The team has assigned one Financial Advisor and one Financial Specialist to the four autonomous MACs, and one Financial Advisor and two Financial Specialists to the three non-autonomous agencies. The team working with non-autonomous MACs was given slightly more resources as the MACs are larger and utilize two different IT platforms, IFMIS and QuickBooks. This team will ensure that adequate collaboration exists with the PFMRCU relative to training programs and workshops, which will include the staff of multiple MACs.

## **Activities and Accomplishments**

### **Supporting IFMIS Implementation, PFM Law and Regulations**

- Completed in-depth assessments at seven USAID-GEMS supported agencies: LIPA, GSA, CSA, NBC, NIC, GC and PPCC. The assessments identified capacity gaps related to achieving international best practice standards of financial management and full compliance with the PFM Law and Regulations. The capacity gaps identified served as the basis for developing a standard solutions package, which was used as a base to develop a customized solutions package for each MAC.
- Developed an effective collaboration with the USAID-GEMS LIPA Advisors, LIPA staff and the PFMRCU to ensure effective support of the GOL IFMIS implementation plan and complementary efforts.
  - USAID-GEMS has agreed with the PFMRCU and LIPA to facilitate PFM Orientation Training for financial management professionals from the USAID-GEMS supported MACs which were not trained during the general training initiative. This marks a shift from the first round of orientation training held by the PFMRCU, which was not conducted in cooperation with LIPA.



- FM Advisors participated in IFMIS implementation planning and status update meetings.
- PFMRCU provided presentations to the FM Advisors and facilitated an orientation and presentation conducted by the FreeBalance experts supporting IFMIS.
- Developed a detailed financial management capacity building action plan and work plan model for all USAID-GEMS counterpart agencies.
- Conducted an analysis of and developed detailed steps associated with the two financial and cash management models employed by the GOL, one for non-autonomous M&As and one for autonomous agencies and commissions. Initial process maps were developed for validation by the institutions.
- Began working closely with the finance team at the CSA and the PFMRCU to develop an in-depth understanding of the impact of IFMIS implementation on the agency. Also, developed the approach to implement the solutions package and bring the financial management of the CSA up to international best practice standards to enable them to fully comply with the PFM law using IFMIS as the IT platform.

### **Financial Management Software Tools for GOL MACs**

- Developed specifications for interim financial management software solutions for institutions using manual accounting processes to improve readiness for the transition to IFMIS, which is a multi-year effort.
- Developed a solution to create an IT environment that could support QuickBooks accounting software and IFMIS when it reaches the MACs. The team also has continued to develop and refine several user-friendly spreadsheets to complement the accounting software. The development of these tools, in addition to implementing QuickBooks software, is a key milestone in moving MACs towards compliance with the critical PFM law requirements of effective budget control and accurate and timely financial reporting as per International Public Sector Accounting Standards (IPSAS). USAID-GEMS supported MACs will now have the IT tools required to achieve this. These tools will support compliance with many other PFM Law requirements as well:
  - GOL standard General Ledger (GL) ‘agency specific’ Chart of Accounts;
  - GOL Standard Budgets Formulation and Execution Control spreadsheet;
  - GOL/International Public Sector Accounting Standard (IPSAS) Budget vs. Actual Reports Template;
  - GOL Standard Financial Accounting and Reporting Template as required by IPSAS.
  - General Ledger Journal Voucher Creation Template; and
  - Bank Reconciliations Template.

- Completed the procurement process for financial management software and selected QuickBooks, an accounting software that is widely used in Liberia.
  - This software will serve as an interim financial management system for institutions until IFMIS, the main financial management system of the GOL, is installed.
  - The USAID-GEMS Financial Management team began working with trial versions of the software in anticipation of its probable selection and prior to full program launch.
  - The team has navigated through the QuickBooks system and found the functionality capable of meeting the accounting and financial reporting needs of these agencies until they transition to the IFMIS.
  - Utilizing these trial versions of QuickBooks, the team also begun creating company files for supported MACs, which involves setting up the GOL standard chart of accounts and the PFM law mandated budget structure as well as the setup of the MACs' 2012/2013 budgets to allow for rapid implementation.
- The Financial Management team has begun meeting with the agencies and introducing the new accounting tools.
  - LIPA was given a complete presentation of their Chart of Accounts Cross-Walk prepared for their accounts, which they found to be very useful. The Cross-Walk mapped all of the budget and accounting information into the new GOL chart of accounts
  - As GSA has already begun implementation of QuickBooks independently, the team presented GSA staff with the following tools to enhance PFM compliance, some of which they have started to utilize: :
    - Two spreadsheets: one to create any GOL standard account and one to control budget execution and prepare budget vs. actual reports as required by the PFM Law;
    - The GOL standard chart of accounts, as required by the PFM Law; and
    - Financial reporting templates, as required by GOL/IPSAS standards.

### **Financial Management Capacity Building Monitoring and Evaluation**

The team made significant progress working with the USAID-GEMS M&E Advisors.

- Developed indicators and progress measures for financial management.
- Developed indicators that are aligned with the IR Framework and the financial management solutions package/work plan.
- Developed a set of indicators to measure capacity building progress, which can ultimately be transferred to MACs for them to use as a performance management tool.

### **Moving Forward with USAID Supported MACs**

- Progress towards signing the MOUs with partner GOL MACs allowed the financial management team to move into the detailed design and implementation phase with USAID-GEMS supported MACs.

- The team has begun introducing the financial management solution packages to the agencies. The team also developed workshop materials, which will supplement the well-structured PFM reforms trainings to be conducted by the PFMRCU through LIPA. These materials include:
  - PFM Law compliant financial management processes using QuickBooks;
  - Process maps of material business processes; and
  - Once the Comptroller/Accountant General policies and procedures manual is received, the team anticipates working with the agencies to produce a PFM Law compliant policies and procedures manual for each M&A, as well as the financial management organizational structure and updated job descriptions.

## **B. Human Resources**

USAID-GEMS completed in-depth assessments of the human resources (HR) management functions at CSA, GSA, NIC, LIPA, NBC, PPCC and the GC. Additionally, the USAID-GEMS team conducted an assessment of the core functions of the CSA, as it is the GOL entity with responsibility for recruitment, selection, training, development, and management of civil servants. The assessment tool considered the organizational structure and staffing of the HR function. It also used HR good practices to identify performance gaps in the areas of HR strategy, planning, staff selection and recruitment, staff training and professional development, staff performance management, staff advocacy and employee disputes, compensation and benefits, and time and attendance.

USAID-GEMS kicked-off the design and implementation phases of their planned interventions, primarily at the CSA and at the GC. Other intervention kick-offs will commence once three core service delivery initiatives at the CSA are accomplished and their key deliverables are launched at target M&As. The HR Management technical team dedicated the majority of its work efforts to the CSA's three key core service delivery objectives critical to HR management at MACs and to meeting civil servants' needs across the GOL: Civil Service Standing Orders; Civil Service HR Policy & Procedures Manual; and Civil Service Performance Management System (PMS).

Support to the MOHSW in undertaking a Health Worker Pay Survey over the period from March – September nears completion with the analysis and reporting phases underway. After the survey was completed, the USAID-GEMS analysis team developed a comprehensive Survey Report that outlined and detailed feedback from a host of key stakeholder interviews, along with overall findings and key recommendations, which the team presented and discussed with the Deputy Ministers and Chief Medical Officer.

The HR advisory area is led by an expatriate HR Advisor, Mr. Terrance Osley, and supported by Liberian HR Specialist, Ms. Joyce Dolo. During the reporting period, two short-term technical assistance (STTA) personnel assisted the HR advisory area:

1. Sharon Dennis—Health Worker Pay Analysis Specialist to supervise the survey data gathering, perform analysis of the data, and summarize the results.
2. Mohammad Talha—Human Resource specialist to work with the CSA in a best practices framework for pension plans and administration, developing the roadmap for implementing the pension reform component of the Medium Term Pay Strategy.

## Activities and Accomplishments

Support to the MoHSW:

- Completed data gathering for MOHSW Health Worker Pay Survey in collaboration with MOHSW. Data analysis is expected to continue through the fourth quarter. This quarter's technical assistance on the Pay Survey included:
  - Designed data gathering instrument, identified institutions and organized logistics;
  - Trained 42 data gatherers;
  - Used solar-powered android telephones to capture and transmit data;
  - Surveyed health workers in approximately 400 facilities nationwide over four weeks;
  - Identified approximately 8,000 health workers (original MOHSW projections were 3,500); and
  - Identified 22 sources of health worker pay and incentives.
- Completed the analysis and reporting phases for the Health Worker Pay Survey in collaboration with MOHSW. This quarter's technical assistance on the Pay Survey included:
  - Completed key stakeholder interviews for 3 constituencies important to the health staff pay process: Donors & NGOs (12) and Internal GOL Institutions (6) which provided valuable insights to inform the key findings and recommendations.
  - Developed a comprehensive Health Survey Report, which included important next steps and a roadmap to assist the MoHSW with their principal aim to regularize staff pay.
  - Developed the MS-Access database, along with front-end automations to facilitate the querying and reporting of various data elements contained within for 8,096 participants.
  - Developed reporting profiles, in summary and detailed form, for 7 key areas:
    - Profile I – Health Staff Biographic Information
    - Profile II – Health Staff Roles
    - Profile III – Staff Qualifications and Professional Development
    - Profile IV – Staff Demographics
    - Profile V – Regularity and Convenience of Staff Pay
    - Profile VI – Types of Payroll Payment (Pay Schemes)



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

- Profile VII – Donor Payments

#### Support to the CSA:

- Completed the review and short-term support of the CSA's proposed pension scheme to move from a non-contributory scheme to a contributory scheme for all civil servants, providing a detailed analysis against good international practices, producing the following key deliverables:
  - Pension Scheme Reform: 12-month implementation work plan & roadmap
  - Governance Manual (Best Practices Implementation and Administration) – Public Service Pension (PSP) System
  - Public Service Pension (PSP) Reform presentation to President's Cabinet, with approval of the plan and roadmap
- Completed review of the CSA's draft HR Policy Manual against good international practices and proposed revised package, which was agreed by leadership and is now in the design and implementation phase, to be rolled out to target M&As in the coming quarter.
- Completed review of CSA's draft Performance Management Systems (Framework and Tools Handbook) against good international practices and proposed enhanced handbook, which was agreed by leadership and is now in the design and implementation phase, to be rolled out to target M&As in the coming quarter.
- Developed the following key tools to be incorporated into the Performance Management System:
  - Annual Performance Appraisal Tools/Template Levels 1-4
  - Civil Servant Employee Self-Assessment Form
  - Interim Perform Review Form
  - Individual Staff Performance Development Plan
  - Upward Evaluation/Feedback Form
  - Annual Performance Management Cycle Calendar
- Developed a roadmap and set of actions for the review and approval of Civil Service Standing Orders, which is awaiting the President's executive approval, and at which time will accompany the HR Policy Manual for launch and distribution to the M&As across the GOL.

#### Support to Governance Commission (GC):

- Completed selection and recruitment of two GEMS-funded CCN positions for the M&E Commission mandate area, which will be contracted to begin in the coming quarter:
  - Program Manager
  - Policy Analyst
- Completed the procurement for a variety of GEMS-funded logistical support for the M&E area, e.g., furniture, fixtures, IT equipment, etc.

## **C. Assets Management**

The assets management advisory team completed in-depth assessments of the CSA, GSA, PPCC, NIC, LIPA, NBC, and GC. Additionally, the team undertook an assessment of GSA's core functions of fleet, assets and property management, as the GSA has authority for asset management in the public sector.

The Assets Management area is led by an expatriate Assets Management Advisor, Mr. Nicholas Leach, and supported by two Liberians: Mr. Zadywonie Kollie, a Fleet Management Specialist, and Mr. John Tuah, an Assets Management Specialist.

USAID-GEMS has directed its technical assistance and engagement towards the design of working processes and procedures, which can then easily be established in the MACs and facilitate the lines of communication between GSA and the agencies to ease reporting on assets. One of the roles of GSA as the GOL's asset manager is to support MACs in terms of training, mentoring, and helping them to set up their own Data Management Records. If provided in a regularized format, these can be input into the GSA-managed Central Government Asset Register to capture all new procurements over \$500 (as defined in their policy document) and eventually all assets within the Agency.

### **Activities and Accomplishments**

- The USAID-GEMS team facilitated a two-day Visioning workshop which included discussion on the institutional reform process in detail, as well as a series of policy formulation workshops. The engagement and primary efforts at GSA have been to support the newly appointed Director General, who has been instructed by the President to deliver a Fleet Management Policy.
- Completed core functions assessment of GSA and designed performance improvement solutions.
- Undertook vehicle fleet survey in collaboration with GSA, which accomplished the following:
  - Covered 90 ministries, agencies and commissions which have central offices in Monrovia;
  - Identified and captured more than 2,500 vehicles with their engine and VIN numbers, along with an impression of the maintenance history;
  - Documented approximately 400 generators; and
  - Documented approximately 400 motorcycles.
- Established processes to control and capture all new vehicle procurements.
- Sponsored GSA Director General and Deputy Director General on a study tour to South Africa, Rwanda and East Timor to review property and fleet management approaches and processes along with asset management software tools.
  - Met government officials in Johannesburg and Cape Town, South Africa focusing primarily on government building management and non-fixed asset data collection.
  - Met government officials, civil servants and private sector stakeholders at the central and decentralized level in Rwanda to review the Government's fleet management policy. The policy framework is consistent with the objectives of the GOL. GOL officials determined that the Liberian policy should be based on the Rwandan approach.

- In East Timor, met various stakeholders and users of Freebalance asset management component software for IFMIS to assess the performance and appropriateness of the software for GSA. East Timor is the only location in the world where the module is installed. The software was in early stages of development and a definitive assessment of performance and appropriateness could not be determined. The GOL officials determined that it would not use the Freebalance assets management module.
- Developed vehicle, motorcycle and generator maintenance manuals to support the reduction of cost and as an anti-corruption initiative.
- Developed a GOL vehicular fleet management policy using the Rwandan approach and the Liberian context, in support of cost reduction and anti-corruption initiatives, which was presented and approved by the Cabinet.
- Developed draft fleet management implementation plan.
- Projected the costs to GOL of implementing the new fleet management policy over a four-year period.
- Supported GSA in identifying suitable software for:
  - A National Asset Register compatible with IFMIS;
  - Fleet management;
  - Simple live time interface for the MACS to use; and
  - Government National Purchase Catalogue.
- Refined the national fleet register and developed initial draft data collection mechanism for implementation of the New Purchase / Disposal systems.

#### **D. Procurement**

USAID-GEMS completed in-depth procurement assessments for the CSA, GC, PPCC, NIC, LIPA and GSA. Additionally, an assessment of the PPCC's core procurement regulatory functions was undertaken as it has the authority for regulatory oversight of all procurement processes and functions, as well as authorizing procurement staff qualifications and training. The assessment tool considered the organization structure, staffing, processes and procedures against good practice and the requirements of the Public Procurement and Concessions Act (PPCA). It also considered the institutional environment for procurement.

The technical area of procurement is lead by the USAID-GEMS Technical Coordinator, Ms. Victoria Cooper-Enchia, who was the Procurement Advisor until February 2012. Recruitment of two Liberian procurement specialists to progress this functional area has been completed and they are expected during the next quarter.

The procurement area has been supported by two short-term technical assistants:

- I. John Stanford—Procurement Specialist to draft the revised procurement manual and regulations, develop a general users guide, executive summary, and conflict of interest avoidance manual.

2. Klahn Gboloh Jarbah—Procurement Specialist to support implementation of procurement capacity building initiatives in the PPCC and other targeted MACs.

### **Activities and Accomplishments**

- Completed functional area procurement assessment of the CSA, GC, GSA, PPCC, NIC and LIPA and designed performance improvement solutions.
- Reviewed procurement training modules in collaboration with LIPA trainers, participated in the training in a support capacity, and provided copies of the PPCA 2005 Restated and Amended in 2010, Regulations and Step-by-Step Procurement Implementation Manual for all participants in the Intensive In-Service Procurement Training Program.
- Completed procurement regulatory assessment of PPCC and designed performance improvement solutions.
- Completed draft Public Procurement Manual (PPM) which provides detailed procurement procedures for procurement practitioners.
- Completed Conflict of Interest Avoidance Manual in support of improved quality of procurements and anti-corruption initiatives.
- Completed draft final PPM General User Guide which provides a broad overview of the procurement process and references the PPM for more detailed information.
- Completed draft final PPM Executive Summary Edition to be used as a reference guide for executives and procurement officials who may be involved in the procurement process.
- Completed draft final Regulations Accompanying the Public Procurement and Concessions Act of 2005, as Amended and Restated in 2010. These update the interpretation and intent of sections in the PPCA as amended.
- Convened a Procurement Community of Practice forum to review and provide feedback on the drafted procurement materials. The forum's work is defined by a collaborative process and includes members from across GOL institutions to provide feedback on the designed procurement materials. Participants will form the basic nucleus for similarly modeled fora to promote discussions and networking regarding procurement in the GOL.

### **E. Monitoring and Evaluation**

The USAID-GEMS refined HICD approach considers sustainability of performance improvement initiatives as critical to success. Effective, consistent institutional monitoring and evaluation of the USAID-GEMS supported initiatives, as well as other budgeted programs of the institutions, will enable timely re-assessment and modification to bring about the desired performance results. Recognizing the key role of M&E in both strengthening program interventions and in building capacity in partner institutions for evidence-based decision-making, USAID-GEMS added a new full-time position of Senior M&E Advisor in the fourth quarter of FY12. The applied HICD approach for USAID-GEMS is provided in Appendix 2.

The Senior M&E Advisor is tasked with designing and implementing effective performance measurement systems for all facets of the USAID-GEMS program and working with USAID-GEMS partner institutions to establish and/or strengthen MAC-based performance measurement capacity that can support



performance improvement initiatives across all management support and service delivery areas. USAID-GEMS support to MAC M&E will include a combination of formal training, hands-on technical support and results-tracking design and deployment assistance.

The expatriate Senior M&E Advisor, Mr. Rich Mason, is supported by a Liberian M&E Specialist, Mr. Nyuma Bondi.

In the third and fourth quarter of the year, the USAID-GEMS M&E team made contact with multiple Wave I MACs in order to initiate discussions and planning for PMS implementation and M&E capacity building activities.

- Commenced initiatives to support the NBC's capacity to effectively conduct M&E of concessionaires.
- Began providing support to LIPA in its development of M&E for training programs and internal initiatives.

Over the next three months, the M&E team plans to begin working in at least seven of the eight Wave I MACs. USAID-GEMS M&E assistance to partner institutions is tailored to the specific needs of each MAC. This will include supporting the NBC as they develop a detailed policy and procedures manual in concessions monitoring with concomitant tools, methodologies and reporting formats.

## **OBJECTIVE 2: INSTITUTIONAL CAPACITY OF LIPA ENHANCED**

Completion of this objective will help enable GOL personnel to execute public sector functions effectively, contributing to boosting revenues, cutting wasteful expenditures, protecting assets, and preventing and detecting fraud and errors. Through USAID-GEMS support, LIPA will also increase capacity and performance in participating NGOs and private sector entities. At the end of USAID-GEMS, LIPA will be a self-sustaining institution providing quality instruction and training courses to the GOL and the private sector. USAID-GEMS has two advisors dedicated to this objective, Mr. Beenwell Banda and Mr. Thierno Kane. A Liberian professional staff member is expected to join the team during the next quarter.

### **USAID-GEMS Objective 2:**

**The institutional capacity of LIPA is enhanced to provide targeted training that will improve the capacity and performance of GOL personnel responsible for key management functions in GOL institutions.**

The LIPA advisory area was supported by two STTA personnel:

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

During FY12, the USAID-GEMS team of advisors collaborated with LIPA staff to deliver on four key tasks:

- Institutional Assessment of LIPA;

- Launch of a pilot capacity development (training) needs assessment process for five MACs in which USAID-GEMS is engaged;
- Performance assessment of LIPA training staff in curriculum design; and
- Enhancing LIPA's capacity to deliver preparatory certification training and testing in accounting.

## **Activities and Accomplishments**

### **Institutional Assessment of LIPA**

LIPA's ongoing training, research, and consultancy services and products constitute its main tools for operationalizing its mandate, vision, and mission. Conducted by USAID-GEMS during the months of February-March 2012, the purpose of the LIPA assessment was to analyze and document capacity gaps and needs, and to propose performance improvement interventions.

In assessing LIPA's program management capacity, USAID-GEMS focused on the institution's program planning and delivery capacity; the relevance and alignment of its programs to government priorities and needs; and program effectiveness, efficiency, monitoring and evaluation capacity. In support of this, USAID-GEMS facilitated discussions on the GOL National Training and Development Policy to ascertain staff knowledge and understanding of requirements for supporting its implementation. USAID-GEMS also facilitated a review of the GOL Civil Service Reform Strategy (CSRS) and the poverty reduction strategy (PRS) to identify the range of training programs, research and consultancy opportunities for LIPA.

In the context of reforming LIPA's management processes, USAID-GEMS assessed key cross-cutting processes including problem-solving and decision-making, the planning and communication processes, and monitoring & evaluation.

The assessment process also included a review of LIPA's infrastructure and training equipment and aids; and joint LIPA/USAID-GEMS working sessions to brain-storm opportunities for face-lifting the existing facilities in order to improve the physical environment. This assessment resulted in a Concept Note for addressing key operational challenges at LIPA.

Results of the institutional assessment generally revealed that LIPA is on a much stronger footing now than it was a few years ago. With overall direction from the Director General and three senior managers, coupled with increased donor support, LIPA has rebounded. However, it is generally acknowledged that LIPA still needs to make significant efforts to rise to the challenge of meeting the government's overwhelming demands for training, research and consultancy services.

Accordingly, on the basis of identified issues and challenges, USAID-GEMS has proposed and enunciated a robust capacity building program aimed at addressing capacity gaps in the areas of institutional leadership and change management; delivery of training, research, consultancy and library services; and delivery of program support services.

Of the many challenges and recommended solutions stipulated in the assessment report and the solutions package, some of the most urgent areas are summarized below:

#	Challenge	Recommendation	Benefit
1	There is need to strengthen institutional mechanism for driving reform- including issues relating to overall strategic planning and management, coordination & communication.	Enhance capacity to drive & institutionalize reform by formulating a Change Management Committee & a new strategic (institutional sustainability) plan.	Increased capacity to manage change; sustained reform initiatives
2	Most of the training, research and advisory services are not based on a coherent and clearly defined program or set of client priorities; rather, they are in response to opportunities that arise.	Align LIPA programs to key GOL/client needs and priorities by undertaking periodic, systematic capacity needs assessments (and/or market research).	Market-driven programs. Increased alignment with GOL/Client needs & priorities. Increased client satisfaction.
3	LIPA has a weak business development and marketing capability & hence does not fully exploit emerging business opportunities.	Develop Business and Marketing Plans; and capacity to pro-actively seek and deliver client services.	Increased business development capacity. Increased capacity for institutional sustainability.
4	Not all training courses have modules, aids and materials to effectively support delivery of quality training.	Develop quality training modules and materials for all courses.	Quality of training modules & materials enhanced. Improved quality of instruction.
5	Not all Trainers have competencies in training (curriculum) design, modules and materials development, and the use of modern training techniques and methodologies.	Identify competency-gaps through application of competency models (see # 7 below). On the basis of this, provide training in training design and development of modules & training materials.	Enhanced capacity of LIPA Trainers in training design and delivery.
6	There is a need for training to raise the skill levels of staff across functions.	Develop and deliver training in relevant areas; e.g.: IT; HRM; Procurement, etc.	Increased staff capacity to deliver services. Increased organizational effectiveness.
7	Specific staff competencies (technical, personal, and leadership) have not been established by level and by discipline, nor have individual training plans been developed.	Develop competency models, assess staff skills, and develop individual staff training and professional development plans.	Greater alignment of right skills in the right roles to promote institutional effectiveness and performance improvement.
8	LIPA is required to prepare a three-year budget in accordance with the MTEF, which is a new concept to the GOL as a whole.	Technical assistance needed to provide the necessary documents & procedures for the MTEF budget process which encompasses automated tools and controls.	Increased controls and compliance with the PFM Law. Increased integrity and reliability.

#	Challenge	Recommendation	Benefit
9	A draft Financial Management policy & procedure manual exists but more work is required to further refine it and to ensure it fully addresses the requirements of the legal & regulatory framework.	Identify, document, and incorporate control activities in all Financial Management processes (manual and automated).	Improved control environment; increased accountability, and compliance; reduced financial risk.
10	A draft HR Policy manual exists, but has not been finalized and distributed.	Finalize and communicate enhanced HR Policies & Procedures Manual.	Alignment of policies to support LIPA goals; Enhanced governance.
11	A viable HR performance management system has not been developed & implemented. Currently, staff members are not receiving formal, periodic feedback.	Develop and deliver a Performance Management / Assessment Framework and Toolkit for evaluating staff performance.	Enhanced staff and institutional performance.
12	Procurement plans & standard bidding documents are not being properly used, and documents are not being properly retained.	Develop systems and procedures for effective operation of the procurement unit.	Improved institutional performance; reduced risk of loss.
13	IT processes and services to support operations are not well established and staff lack IT training.	Train and develop the capacity of the IT unit.	Improved performance; increased effectiveness; greater staff satisfaction
14	LIPA does not have a program Monitoring & Evaluation system.	Develop & install an M&E system.	Increased quality assurance capacity.

Following completion of the assessment process and validation of the assessment report, a solutions package was developed to address those gaps and this formed the basis for the formulation of the MOU.

### **The Pilot Capacity Development Needs Assessment of 5 GOL MACs**

Within the course of the year, USAID-GEMS had an opportunity to facilitate a capacity development needs assessment process of five GOL MACs on a pilot basis. The objective of this initiative was to build the institutional capacity of LIPA and the CSA to conduct jointly a customer survey- a training needs assessment that looked at a discrete set of GOL MACs to determine the priority performance opportunities where LIPA can offer its training and advisory services. With this information, LIPA can begin to design training to address directly the performance challenges identified in the target MACs. This needs assessment was meant as a pilot effort to begin the process of assessing the performance needs of the first group of MACs identified as key targets of GEMS, and included LIPA, CSA, GSA, PPCC, and GC. Subsequent assessments will be carried out to address the remainder of the MACs that GEMS has targeted for assistance.

Apart from USAID-GEMS advisors, the “Capacity Development Needs Assessment” task team was composed of two senior officers from the CSA (Dorothy Kiepeeh and George Wilson III) and two senior staff of LIPA (Esi K. Ogunkoya and Charles Jarrett). The inclusion, by USAID-GEMS, of staff from partner entities is a key component of on-the-job training. Key findings from the secondary data, the

USAID-GEMS institutional assessment reports, and the primary data gathered at the five MACs were grouped and organized in three major categories:

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

### **Performance Assessment of LIPA Training Staff in Curriculum Design**

USAID-GEMS team of advisors held working sessions at LIPA to begin an assessment of the training needs of the 14 LIPA trainers. During initial meetings, USAID-GEMS advisors reviewed the findings of the *Capacity Development Needs Assessment* that identified the priority performance needs at 5 GEMS MACs that could be addressed by LIPA training courses. The joint team had previously made a presentation of the findings to senior managers at LIPA, CSA, GC and NCDU.

The results of the assessment revealed that priority training courses that LIPA could begin to provide include:

- Performance Management
- Administrative Skills
- HR Management
- Training / TOT
- Project Management
- Communication
- General IT skills
- Financial Management
- Research Analysis
- Reporting
- Customer Service
- Gender Awareness

- Asset Management
- Proposal Writing

Most of these training needs are not being met by the current training schedule at LIPA. Many will require course design in order to develop and deliver the courses to prospective clients.

LIPA subsequently requested USAID-GEMS assistance in improving LIPA's capacity to design training modules and deliver them using adult training methodology. Subsequent meetings were held with LIPA training staff to review their needs in terms of curriculum design and training delivery. As a result, LIPA and the USAID-GEMS advisors focused on planning for two training interventions to be held in October, 2012: (1) a TOT to improve training delivery practices for the 14 LIPA staff trainers and approximately six of the external (adjunct faculty) trainers LIPA uses regularly, and (2) a five-day workshop would be scheduled for October to begin the long process of improving training design and delivery at LIPA.

### **Towards Delivery of Preparatory Certification Training & Testing in Accounting**

It is generally acknowledged that, as a result of the war, Liberia lost a significant portion of professionals in technical areas where the skills are in demand globally and the accounting profession was no exception. USAID-GEMS, in collaboration with LIPA and the Liberia Institute of Certified Public Accountants (LICPA) desires to reverse this situation by integrating the syllabi of the LICPA's two accounting credentialing programs into the accounting curricula of tertiary institutions of learning in Liberia that are willing to be part of this effort. Furthermore, it is expected that participation in this program by GOL accountants and controllers will be encouraged by the Controller/Accountant General and the Public Financial Management Unit to result in an improvement in the quality of GOL accounting practices.

In its support to LIPA, USAID-GEMS in the next quarter will contract four qualified accountants as instructors to initiate a pilot program in accountancy and financial management to address the dearth of financial management competence in the public and private sectors. This initiative also addresses one of the objectives of the USAID-GEMS project, which is to support LIPA to develop links with regional and international professional bodies and certified testing entities such as the LICPA.

In this regard, USAID-GEMS support aims at building LIPA's capacity to:

- Hold preparatory classes in finance and accounting to assist participants in sitting for certification examinations;
- Institutionalize certification testing by administering examinations that allow candidates to receive certifications and/or designations from professional organizations; and
- Partner with professional bodies and certified testing entities.

The four qualified accountants to be recruited will serve as Accounting Instructors initially on a pilot basis (for a period of one year) to strengthen the accountancy professional education in Liberia and to assist in enhancing financial management capacity in the public sector.

### USAID-GEMS Objective 3:

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

### OBJECTIVE 3: GOL INSTITUTIONS USING ICT MORE EFFECTIVELY

The ICT sector goal of the GOL's forthcoming "Agenda for Transformation" is to facilitate Universal Access, transparency, and low cost provision of telecom and ICT services nationwide. This will be done by upgrading domestic and international internet connectivity through utilization of fiber optic links and the regulation of internet and cell phone industries so that the private companies will compete to provide efficient, secure, and affordable service. The priority

interventions of the Government are to implement regulations, pricing and complementary infrastructure to make access available to wide circles of society by linking the country for high-speed broadband access. The policy arm of the GOL, the Ministry of Post and Telecommunications (MOPT), is leading the prioritization process. The regulator, Liberia Telecommunications Authority (LTA); the infrastructure provider, Liberia Telecommunications Corporation (Libtelco); and private sector companies will provide stakeholder feedback, and implement high-priority programs through public-private partnerships (PPP). Funding will come from the Universal Access Fund and the National Budget, among others.

The ICT Policy Implementation objective is led by an expatriate Senior ICT Advisor, Mr. Reg Miller. A Liberian ICT Specialist has been identified and is expected to join in the next quarter.

#### Activities and Accomplishments

- USAID-GEMS was invited by the GOL to attend the ACE cable ceremony on the shores of Liberia in acknowledgement that USAID programming, including USAID-GEMS, contributed to making the arrival of the ACE cable possible.
- Reached agreement with World Bank/WARCIP program that USAID-GEMS will be responsible for technical assistance and facilitation for the establishment of the Program Management Office at the MOPT.
- Coordinated a high-level Liberian delegation to attend the Fifth International Conference on Information and Communications Technologies and Development (ICT4D 2012) at Georgia-Tech in Atlanta-USA to examine the role of computers and communications in social, economic and political development. This conference brought together over 500 leading scholars and practitioners working at the intersection of information technologies and global development.
- Chief Information Officer (CIO) Regime: The CIO is responsible for directing the information, information integrity, and implementing the GOL ICT policy initiatives within the Ministry. The role



and scope of the CIO was agreed by MOPT and approved and classified by the CSA. The position is entered formally in CSA's register of civil service positions, which is the final step in the CSA job classification process.

- The MOPT-led, and USAID-GEMS supported, initiative of formalizing the CIO salary structure was successfully concluded.
- The FY12-13 budget has earmarked \$2 million for the launch of the CIO regime across the GOL, and \$1 million for FY 13-14 for CIO salaries and training.
- Supported the appointment of the CIO of MOPT, who will effectively be the Chief CIO of the CIO Council.
- The Universal Access (UA) Fund, UA Governance Board, UA Implementation Committee were all constituted in this past quarter, paving the way to fund future deployment and installation of telecommunications and ICT networks in designated universal access communities.
- Draft PMO Charter developed. The Program Management Office with the MOPT has the responsibility to monitor, evaluate and supervise the implementation of ICT policy to ensure consistency across the GOL.
- The ICT advisor accompanied the Minister of MOPT and his delegation on a study tour, funded by The World Bank, to Rwanda to review that country's ICT infrastructure, plans, successes, and lessons learned.

## **OBJECTIVE 4: MANAGEMENT OF NATURAL RESOURCE CONCESSIONS**

The concessions advisory area is focused on the transformation of the BOC into the NBC, the implementation of its mandate, as well as with providing support to the NIC in its responsibilities related to concessions.

During this fiscal year, the concessions advisory is led by a Concessions Advisor, Dr. Ricardo Acosta. During the year, this component was supported by four record keeping interns who assisted the NBC in arranging, describing, storing and organizing the NBC records and filing system.

### **Activities and Accomplishments**

- USAID-GEMS developed and delivered an eight-week training program on concessions management to accelerate the integration of the existing BOC staff and new NBC team and develop an organization structure and mandate to include three phases:

**Phase I:** Introduce newly recruited professional staff to the management of concessions reviewing the concession process, institutional, governance, and policy framework.

### **USAID-GEMS Objective 4:**

**Management of natural resource concessions is more efficient, effective and transparent due to a modified legal framework that clarifies the roles and responsibilities of relevant GOL institutions and the introduction of management and oversight tools utilizing automated ICT-based systems.**



**Phase II:** Integrate the existing BOC staff with the newly recruited professionals and facilitate knowledge sharing focusing on:

- Reviewing the status of the concessions sector including agriculture, forestry, mining, petroleum, industry and services; and
- Analyzing key challenges confronting the concession sector including the concessions process, management and overall impact in the development process.

**Phase III:** Consider the internal mechanisms for delivering the NBC mandate:

- Analyzing issues in management systems, human resources, basic infrastructure, equipment and strategic challenges in the NBC’s immediate and future mandate;
  - Reviewing the NBC organization, structure, personnel, new premises, ICT applications, and organizational requirements; and
  - Analyzing USAID-GEMS’ road map for NBC’s capacity development and set up the foundations for developing a three year business plan.
- Agreed to provide NBC with two Liberian professionals:
    - Concessions Management Mining Specialist, and
    - Financial and Economic Specialist.
  - Assessment of core and administrative requirements for new institution.
  - Provided basic computer training for all BOC staff.
  - Redesigned LAN requirement for new NBC and provided five computers.
  - Provided presentation to PPCC commissioners on differences in roles of PPCC, NBC and NIC legal requirements related to concessions.
  - Provided four record keeping interns to arrange, describe, store and organize NBC historical concessions documentation.
  - Developed monitoring matrices for contract compliance reviews.
  - Agreement to provide STTAs to review of fiscal terms and pricing in two contracts in each in rubber, forestry, mining and oil palm.
  - Developed a roadmap for the NBC.
  - Completed assessment of the NIC’s concession management and investment promotion core functions and administrative functional areas, processes and related environment.
  - Designed performance improvement solutions for NIC.
  - Assisted NIC internal teams in the development of components for business plan.
  - Developed guidelines for Inter-Ministerial Concessions Commission.

## **OBJECTIVE 5: UTILIZING A NATIONAL PAYMENT SYSTEM**

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

The payments advisory area is led by a Payments Advisor, Mr. John Sloyka, provided by Deloitte Consulting, a subcontractor to IBI International. This objective was supported by one STTA:

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

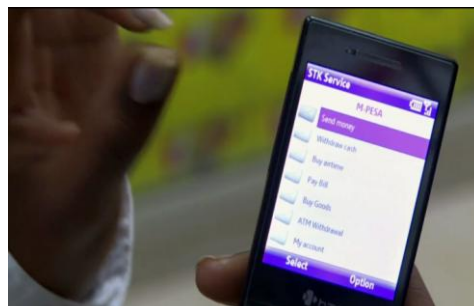
### **Activities and Accomplishments**

- USAID-GEMS developed the following strategy for piloting the transfer of government employee direct deposit salaries via mobile money:
  - USAID-GEMS facilitates discussions with commercial banks to offer standing order arrangements to GOL employees for their salaries to be remitted via mobile money transfer following deposit by MOF;
  - Employees arrange with the commercial bank where their salary is direct deposited to have their salaries sent to their phones on a monthly basis using existing mobile money options; and
  - Results analyzed, challenges addressed and presented to banks as a commercial product opportunity and business case for expansion outside of Monrovia.
- Arranged with a school district near Monrovia to participate in the pilot program, which is scheduled for November 2012.
- Conducted five focus groups in Buchanan and ELWA outside of Monrovia to obtain opinions of teachers, firemen or policemen on the topics of government payments, bank services and mobile money.
- Worked with the MOF Department of Revenue (DoR) to pilot collection of tax revenues via mobile money.
- Coordinated a presentation from Lonestar/Ecobank to the MOF DoR to address security issues associated with collection and reconciliation of tax payments.
- Continued to assist the MOF DoR with approaches to improve processes for collection of taxes and customs duties.

### **USAID-GEMS Objective 5:**

**GOL is able to establish and utilize a national payment system in line with international and regional standards and that enables accurate and timely processing and reconciliation of GOL payments to vendors and civil servants, utilizing mobile technologies where feasible.**

- Facilitated an agreement between GOL and Ecobank to relocate its Roberts International Airport branch bank to inside the customs house in order to enable payments directly into the DoR transitory account at the bank and then sweep them nightly into the DoR. This enhancement will allow for funds to be recognized in the DoR on a daily basis as opposed to weekly with the current system.
- Continued to assist the DoR revenues in approaches for developing an interface between ASYCUDA (customs system) and TAS (tax system) to facilitate payment and data sharing between the two systems. This would allow revenues to flow directly from the commercial banks to the revenue agency on the same day. STTA support is scheduled for next quarter to assist in developing the specific requirements for the interface.
- Assisted with a study tour to The Gambia to review the V-RegCoss system for offsite bank supervision.
- The 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. The payments advisor reviewed all documents submitted by WAMI. The original solution proposed by WAMI was eFASS through a vendor called Valtech. The eFASS solution was replaced by an updated version and is now called the Valtech-Regulatory Compliance and Surveillance System (V-RegCoss). GEMS provided detailed responses to all of the WAMI documents and arranged for a study tour to The Gambia for the bank supervision staff to review and evaluate not only the software and hardware requirements, but to develop their own specifications documentation for going forward. Funding has yet to be obtained for the software, but with USAID agreeing to present the business case to the donor community for consideration once developed.
- Developed a roadmap for the CBL for accession to the WAMZ.
- USAID-GEMS assisted the MOF DOR with the review of approaches to improve collection of taxes and customs duties. At RIA, a branch bank will be relocated inside the customs house to enable payments directly into the DoR transitory account at the bank and then swept nightly into the DoR. This will allow for funds to be recognized in the DoR on a daily basis as opposed to weekly with the current system.
- A second mobile money pilot program is scheduled with the USAID Advancing Youth project facilitators who receive cash stipends for teaching at night. These teachers are generally located in remote areas of Liberia and have a difficult time collecting their stipend. This pilot is currently in the planning phase with go-live planned for mid-November.



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

- Agreement reached with the CBL to :
  - Provide an STTA to perform an assessment of the ATM/POS SWITCH retail banking requirements.
  - Offer the services of the Payments Advisor to perform the role of Project Manager for the Payments Systems hardware and software project being funded by the African Development Bank.
  - Support the short term training of the appropriate staff to another central bank that has successfully implemented payment systems, immediately prior to its implementation in Liberia.
  - Assist with the development of an operational manual for the payments system, once it is implemented, if the operational manual is not included in the deliverables of the contractor.
  - Support the development of a strategy and implementation plan to promote mobile money as a part of the CBL's financial inclusion mandate.
  - Provide assistance for the preparation of a detailed plan to develop and implement the bank supervision software. This plan would be provided to CBL and USAID to facilitate seeking assistance from donors for the bank supervision software.

## **ACHIEVEMENTS IN CROSS-CUTTING THEMES AND SPECIAL PROJECTS**

### **Training**

During FY12, USAID-GEMS participated actively in GOL capacity building through various types of assistance, including training. In this regard, several training activities were conducted for the different USAID-GEMS partners, resulting in the training of 286 males and 77 females. Recognizing that only 21% of the total participants trained were female, more effort will be made in the coming year to move towards targeted gender balance of 50% in accordance with ADS 201.3.9.3, which stipulates that “sponsoring Units must identify and consider structural and cultural conditions in the host country that limit women’s training opportunities when they plan projects and activities.”

USAID-GEMS Training advisors also managed the various training activities using the USAID official training database (TraiNet) and provided the required technical advice to the USAID-GEMS team in the area of “USAID participant training”.

Through a STTA Institutional Development Specialist and Capacity Building Specialist, an assessment was conducted of the capacity of LIPA trainers to deliver training using adult-learning principles was conducted. On the basis of identified capacity gaps, a series of TOT interventions have been designed and will be delivered in the course of the next quarter.

As indicated earlier in this report, a comprehensive capacity development (training) needs assessment was conducted in five GOL MACs to identify the most important and urgent training needs for selected GOL institutions. This information will be used to revise LIPA course schedule in order to align it with the MACs’ training needs and priorities.

## **Gender Considerations**

USAID-GEMS endeavors to encourage the participation of Liberian women and to strengthen their capacity to meaningfully engage in economic governance. Over the past twelve months, USAID-GEMS has worked with USAID/Liberia to address gender implications and identify opportunities to promote gender equity in project activities. However, gender considerations and equity continue to pose a challenge across the GOL as well as within the USAID-GEMS professional team.

At project inception, a short-term Gender and M&E Specialist joined the USAID-GEMS team to deliver training in gender mainstreaming. As advised in the training, USAID-GEMS advisors have been actively encouraging the participation of GOL female staff in various initiatives, including training opportunities. In Q3, for instance, USAID-GEMS trained 40 university students in innovative smart phone data collection technology and deployed them across the country to interview over 8,000 health workers. Of these 40 assessors, 13 were women. The TraiNet database, which tracks the overall number of participants in USAID-GEMS workshops and trainings, recorded 385 people trained over the past year, 81 of whom are female. USAID-GEMS is actively working to increase our training numbers in subsequent years to achieve gender parity in accordance with USAID ADS policy.

The USAID-GEMS Capacity Development (Training) Needs Assessment, conducted in the third quarter, identified gender equity as a major area of concern in all the MACs examined. As a result, advisors are actively seeking ways to ensure that solutions packages are gender equitable. For instance, LIPA and USAID-GEMS agreed in their MOU to field a Gender Mainstreaming Specialist within the second quarter of FY13 to mainstream gender-responsive issues and concerns into training, research and consultancy programs. USAID-GEMS is also actively seeking ways to successfully integrate women into mobile payment systems, beginning with their participation in focus groups. As USAID-GEMS deepens its engagement in this area, advisors will continue to pay special attention to the impact and needs of women in the mobile money market.

Within USAID-GEMS, female candidates for professional positions are encouraged and sought. Over the past year, the USAID-GEMS team welcomed four female Liberian professionals onto its technical team: Gloria Dennis and Florence Flahnbulleh-Harris, both Financial Management Specialists; Joyce Johnson-Dolo, Human Resources Specialist; and Angela Jappah, Payment and Bank Supervision Assistant. USAID-GEMS has committed to continue to identify female Liberian professions to fill leadership positions on the project.

USAID-GEMS also actively seeks ways to promote the empowerment of women through complementary programs. In the second quarter of this fiscal year, for instance, USAID-GEMS provided assistance in processing the documents for four Liberian women for entry into a Women's Peace Building Leadership Program at Eastern Mennonite University in the U.S. Recently, USAID-GEMS pledged to sponsor ten positions annually in the President's Young Professionals Program (PYPP) over a two-year period. These exceptionally talented young Liberian graduates will be placed with the MOF's Department of Budget at for the first year, and at USAID-GEMS supported MAC's for the second year. While recruitment is still ongoing, USAID-GEMS strives to have many of their sponsored positions filled by young women each year.

## **Information and Communication Technology**

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

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

ICT advisory services is led by an expatriate ICT Advisor, Mr. Anthony Waddell, and supported by two Liberian IT Specialists, Mr. Kollie Zayzay and Mr. Lucien Gortor. The ICT advisory area was supported by one STTA:

- Ms. Valeria Poire, Senior Communications Consultant to develop the story board and translate content from the MOF into easily understandable information for the Open Government Initiative Electronic Dashboard.

### **Activities and Accomplishments**

#### *Open Government Initiative (OGI)—Electronic Billboard*

- Assisted the MOF to conceptualize an automated information system allowing the MOF to easily publish approved reports, financial information, and information resource materials to interested stakeholders in convenient and accessible formats, and through a variety of channels.
- USAID-GEMS procured the infrastructure for the project pilot, which will showcase the OGI by displaying this information on a high quality 2x3 meter electronic LED billboard facing the busy street outside the MOF.
- A cross-functional team established and led by the MOF for sustainability meets regularly and has achieved significant progress in the development of content for the launch of the pilot, aligning the underlying Ministerial processes to achieve the required participation. The electronic billboard pilot is scheduled to be launched shortly.

#### *Ministry of Finance Voucher Tracking System*

- Assisting the Comptroller and Accountant General (CAG) with an automated system to allow for vouchers to be tracked and located real-time in the MOF.
- Vouchers will be tagged and tracked through their workflow lifecycle by an automated, unattended system utilizing RFID technologies.
- A web interface will provide interested parties with the ability to query a voucher, returning the life-history of the document, tracked through the processing stages.
- Analysis of the aggregated data will enable the CAG to forecast processing times and identify bottlenecks and opportunities for performance improvement. Locating "lost" vouchers will be swift.
- Specifications and requirements identified and system awaiting final approval by the MOF.

#### *PARIS—Payment Assurance Real-time Information System*

- Developed a system to provide authorized personnel in commercial banks, the CBL, and the MOF with a real-time view of the state of every GOL check, tracking payment.
- All personnel trained, including training of trainers for commercial banks' trainers, supervisors and tellers, key CBL and MOF personnel.
- CAG received the go-ahead from the banks for the system to go live.

- System expected to commence during next quarter.

#### *IT Solutions Package for the MACs*

- Assessments of the IT functions of the first set of counterpart MACs indicate a general low-level of awareness or application of IT in the institutions. As a solution, USAID-GEMS seeks to, at minimum, provide a safe and secure IT platform that enables:
  - Desktop solutions (word-processing, spreadsheets, etc.) and related standard office productivity tools at the workstation;
  - Sound financial management and accounting of Public Finance, HR, Assets, Procurement and related governance instruments;
  - Effective electronically mediated collaboration, including email and document creation and sharing, between staff, clients and interested and effected parties, while ensuring the retention of institutional memory.
- USAID-GEMS will offer GOL MACs a modular portfolio of core infrastructure components, as well as collaboration and connectivity tools and services, together with the necessary training and support services.

#### *Smartphone Platform*

- The smartphone platform, intended for use across all functional units as a survey tool, as well as for other pilots, utilizing mobile technologies, supported the MOHSW Health Worker Pay Survey with the collection of over 8,000 surveys from across the country. Feedback on the survey and the platform has been gathered and is undergoing analysis for the identification of improvements to the survey platform specifically, and the smartphone platform more generally

### **Monitoring and Evaluation**

The M&E unit activities began anew after the execution of the USAID-GEMS contract modification with the recruitment, in the third quarter, of a STTA M&E Expert to develop a program PMP based on the modified contract. A previous PMP was prepared in Q1 and Q2 based on the original contract but was not approved by USAID due to the discussions with the GOL on the program, which eventually led to the contract modification. Working with USAID-GEMS advisors and the COR, a list of suitable metrics was developed and finalized in late September 2012. Recognizing that the key indicators contained in the program PMP are not sufficient to track the wide variety of expected project interventions and results, a larger more detailed population of metrics was developed for inclusion in technical-area and MAC-specific PMS. This list will continue to be refined as USAID-GEMS PSPs are rolled out in partner institutions.

The USAID-GEMS M&E team worked closely with the project's technical advisors to identify and begin development of measurement tools corresponding to the metrics in the project's PMP and overall PMS. Example of such tools include a survey tool of mobile money participants that quantifies perceived costs of the current non-mobile money systems, multiple checklists tailored to assessing performance in specific financial management processes and a checklist for procurement documentation reviews. These and other tools will be finalized and tested in upcoming quarters.

The project's M&E team took every possible opportunity to meet with project technical staff in order to better understand their interventions and identify opportunities to develop tailored M&E approaches

that may not be directly covered in the project's PMP. For example, M&E staff joined the OGI project team, helping to identify appropriate M&E approaches to assess achievement of intended results. In addition, as referenced above, a detailed baseline data collection strategy was designed and implemented in partnership with the Payments Advisor to help guide the pilot implementation of GoL salary payments via mobile money. The M&E team at USAID-GEMS will continue to partner with program technical staff in order to ensure that all levels of the program are infused with a result-based approach conforming to the best M&E practices of USAID.

Working in partnership with the USAID-GEMS IT staff, the M&E team initiated the development and deployment of a desktop-based PMS. The overall design goals of this interface were to make it useable not only for USAID-GEMS project M&E purposes but also suitable as a MAC-based M&E platform. This system will be finalized, tested and deployed in the first quarter of FY 2013. As internet connectivity improves in Liberia, it is envisioned that this system will be migrated to a web-based platform.

### **USAID M&E Compliance and Reporting**

In addition to developing and submitting a draft PMP for approval by USAID, the USAID-GEMS M&E team initiated population of USAID's Performance Indicator Database System (PIDS). This tool, which is managed by the Liberian Monitoring and Evaluation Project (L-MEP), is a centralized data entry, storage and reporting database for tracking the results of USAID-funded projects against their approved PMPs. USAID-GEMS will complete this task and begin regular results reporting via the interface early in the next quarter.

### **SPECIAL REQUESTS**

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

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



### **III. CHALLENGES, ISSUES AND CONSTRAINTS**

#### **Financial Management Capacity**

##### **Inclusion in the PFM Reform Coordination Unit (PFMRCU) IFMIS Implementation**

The MOF Public Financial Management Reform Coordination Unit (PFMRCU) began “rolling out” the Integrated Financial Management Information System (IFMIS) to several large and/or key GOL MACs on July 1, 2012. The CSA, one of the MACs included in the USAID-GEMS supported Wave I institutions was included in the first tranche, with PPCC scheduled for later in the fiscal year. The USAID-GEMS financial management solution package, of providing interim financial management software to the CSA, is no longer required. However, since we are currently engaging with the PPCC, where accounting processes are completely manual, we will provide an interim financial management software solution pending the IFMIS roll-out to this institution during this fiscal year. It will provide the PPCC a transition step to automated accounting systems before they are required to move to IFMIS.

USAID-GEMS is committed to supporting GOL initiatives and the IFMIS implementation is a very important effort currently underway. The collaboration with the PFMRCU to date has been effective and we are ready to support the CSA in their IFMIS implementation. However, there appear to be significant delays in the implementation of IFMIS. The major challenge continues to be insufficient capacity building of the users prior to the IFMIS planned roll-out. The finance staff of some MACs will have difficulty converting to the IFMIS as they currently have manual accounting records and no familiarity with automated accounting software. Additionally, the business processes in these MACs will require revision to effectively implement IFMIS in a manner consistent with the PFM Act. These two challenges are likely to slow the IFMIS implementation process and reduce the accuracy of initial information placed into the system. It will be important for USAID-GEMS financial management advisors to maintain close collaboration with the PFMRCU to provide support in both process changes and IFMIS readiness at the targeted institutions.

##### **Delays in Upgrading of ICT Hardware and Software**

The procurement of hardware solutions and accounting software, QuickBooks, has taken longer than anticipated. This may adversely affect the implementation timeframe of the financial management solution.

##### **Human Resources**

Challenges persist in achieving project results to deliver both on-time, as specified in the summary and detailed project plans, and in-scope, as, the leaders seek to take the initiative in a different direction:

- **Managing resistance:** Challenges will continue to persist in getting institutional leaders to embrace the capacity development and performance improvement objectives as set forth in the institutional assessment reports and corresponding MOUs.
- **Ability to manage stakeholder expectations:** There seems to be a disconnect between USAID-GEMS objectives and those expressed by the leaders at the institutions.

- Availability of institutional leaders: As cited in quarterly reports, challenges persist with availability of leaders to meet, to discuss issues and risks to project plans, to properly mitigate risks, and to solicit their needed support and help to drive activities and tasks.
- Ownership and Accountability: Challenges with how to best make leaders and their direct reports, along with middle managers be more accountable for the processes and systems changes and related interventions. Also, there are challenges with how best to identify, enlist and use internal champions to achieve the objectives of the initiative.

## **Concessions Management**

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

## **ICT Implementation**

- The constraints in the ICT/telecom sector that could influence the effectiveness of ICT Policy implementation by USAID-GEMS and other development partners are the operational inefficiencies in Government ICT systems and management.
- A second constraint is the limited human resource capacities within the MACs that are responsible for the delivery of ICT activities. There is weak coordination of ICT sector activities, limiting the decentralized and efficient delivery of ICT services to Liberian communities.

## **IV. USAID-GEMS FIELD AND HOME OFFICE STAFF**

### **FIELD OFFICE PROFESSIONAL STAFF**

In the first quarter of FY11/12 USAID-GEMS completed successfully the recruitment and fielding of all long-term key technical and administrative staff as envisioned. These included:

- Wilbur Thomas, Chief of Party
- Paul Collins, Deputy Chief of Party, Programs
- Mohamed Jawara, Deputy Chief of Party, Operations
- Michael Halbert, Financial Advisor
- Murvee Gardiner, Financial Advisor
- Terrance Osley, Human Resources Advisor
- Nicholas Leach, Asset Management Advisor
- Victoria Cooper-Enchia, Procurement Advisor
- Anthony Waddell, Information Technology Advisor
- Beenwell Banda, Senior Training Coordinator
- Thierno Kane, Training Specialist
- Reginald Miller, Senior Information and Communications Technology Advisor
- Ricardo Acosta, Concessions Advisor
- John Sloyka, Payment Systems Advisor
- Kristin Lambert, Finance and Administration Manager

At the end of the first quarter the Deputy Chief of Party, Programs was appointed by the President of Liberia as the Executive Director of the Internal Audit Secretariat. To effectively integrate and coordinate USAID-GEMS technical delivery Victoria Cooper-Enchia was appointed Technical Coordinator, while also managing the procurement advisory area.

During FY11/12 USAID recruited the following 14 Liberian professional staff:

- Marjean Sherman, Program Coordinator
- Gregory Johnson, Financial Management Specialist
- Florence Fahnbulleh, Financial Management Specialist
- Gloria Dennis, Financial Management Specialist
- Cornelius Nagbe, Communication & Outreach Manager

- Nyuma Bondi, M & E Specialist
- John Raju Tuah, Asset Management Specialist
- Zadywonie Kollie, Fleet Management Specialist
- Joyce Johnson-Dolo, Human Resources Specialist
- Angela Jappah, Payment Systems Specialist
- Lucien Gortor, IT Specialist
- George Wilson, Human Resources Supervisor
- Kollie Zayzay, IT Networks & Computer System Administrator
- Janice Freeman, Project Accountant

USAID-GEMS also employs an additional 25 Liberian administrative and support staff. With the administrative support area fully staffed, the Finance and Administration Manager was transferred to client delivery as the Senior Program and Finance Coordinator.

## **HOME OFFICE SUPPORT**

IBI has shown a deep commitment to the successful implementation of USAID-GEMS by assigning home office staffs dedicated at varying degree to oversee the technical and administrative delivery of the project. In FY12, support came from:

- Lucie Phillips, Owner and Chairman of the Board
- David Colvin, President and CEO
- Onur Erdem, Vice President and Technical Director
- Martine Laney, Director of Project Management
- Michelle Richardson, Director of Operations
- Layla Slonim, Director of Finance
- Leah Carey, Knowledge Management and M&E Manager
- Alina Pedigo, Program Manager Personnel
- Erik Vonderhaar, Program Manager for Contract Administration
- Rebecca Mann, Recruitment Manager
- Fatimata Simpure, Project Accountant

## V. WORK PLANS FOR OCTOBER – DECEMBER 2012

### FUNCTIONAL AREA WORK PLANS: ALL INSTITUTIONS

This work plan section outlines the support to be provided by USAID-GEMS for the functional areas of financial management, human resource management, procurement, asset management, ICT and monitoring & evaluation at all Wave I institutions. These institutions are Civil Service Agency, Governance Commission, Public Procurement & Concessions Commission, General Services Agency, National Investment Commission, National Bureau of Concessions and Liberia Institute for Public Administration.

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
<b>I</b>	<b>FINANCIAL MANAGEMENT</b>						
<b>I.1</b>	<b>ICT Infrastructure to Support Financial Management</b>						
	Upgrade Financial Management hardware and basic infrastructure	Minimum IT hardware in place to support financial management				Basic IT hardware and software in place	# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
	Upgrade Financial Management software tools	FM software or spreadsheet tools in place to support financial management (basic bookkeeping and reporting)				FM software or spreadsheets	
<b>I.2</b>	<b>MTEF Budget Formulation and Execution</b>						
	Develop budget formulation and execution control spreadsheets specific for each agency to utilize until the IFMIS roll out. Set up budget structure and budget data on Quick Books if applicable.	Agency staff have software tools available to create MTEF budgets as per PFM Law requirements				MTEF Budget formulation and execution spreadsheet customized for the agency in place.	# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
	Develop, document and implement improved MTEF budget formulation processes.	Cost center based budget broken down as per the 9 GOL Chart of Accounts segments developed for the 2012-2013 fiscal year					# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
	Develop, document and implement improved MTEF Budget execution processes	Tools available to create accurate budget vs. actual reports				Accurate budget vs. actual reports available	Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
<b>1.3</b>	<b>Accounting &amp; Reporting Processes and Systems</b>						
	Develop, document and implement improved expenditure and payment processes	Process Map of updated PFM Law compliant process available				Process Map of updated process	# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)  # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)
	Develop, document and implement improved month end and year end closing and financial reporting processes	Process Map of updated PFM Law compliant process available				Process Map of updated process	
	Develop, document and implement improved audit trails & forms.	Process Map of updated PFM Law compliant process available				Process Map of updated process	
	Develop, document and implement improved processes for archiving of financial documents and electronic data	Process Map of updated PFM Law compliant process available; and Agency has the capacity to secure documents and electronic data is backed up regularly and archived securely				Process Map of updated process. Assets needed to secure documents procured or plans made to procure Assets.	
	Implement the use of the GOL standard Chart of Accounts	GOL standard Chart of Accounts is in use					
<b>1.4</b>	<b>Cash and Bank Account Management</b>						
	Develop, document and implement improved cash handling and management processes.	Agency has the capacity to manage and control cash as per the PFM Law requirements				Process Map of updated process; Adequate safe procured or plans made to procure; Cash reconciliation spreadsheet	# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
	Develop, document and implement improved bank account management and control processes.	Agency has the capacity to manage and control bank accounts as per the PFM Law requirements				<ul style="list-style-type: none"> <li>Process Map of updated process</li> <li>Bank reconciliation spreadsheet</li> </ul>	# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)
<b>1.5</b>	<b>PFM Law Compliance</b>						
	Incorporate PFM Law compliance into all financial management processes	The agency has processes in place to ensure full compliance with the PFM law, these are documented in P&P manuals and process maps				PFM Law compliance incorporated into all financial management processes	
	Conduct a PFM law compliance audit to ensure full compliance improve processes if necessary	Assurance that the agency's processes ensure full PFM Law compliance				Assurance provided to stakeholders that the agency processes ensure full compliance with the PFM Law	
<b>1.6</b>	<b>Audits and Internal Controls</b>						
	Incorporate effective Internal Controls in all financial management processes	The agency has effective internal controls in place to ensure assets are safeguarded, financial reports are accurate, and the agency in compliance with all applicable legislation.				Effective internal controls will be in place and documented in process maps and P&P Manuals	# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
	Develop the human and institutional capacity of the Internal audit function and team	Audit committee formulated and active to facilitate audits and ensure effective responses to audit issues. Internal Audit is functioning as per the GOL Internal Audit Strategy.				Audit committee formulated and active. Audit is functioning as per the GOL Internal Audit Strategy (dependent on Internal Audit Secretariat plans and resources)	# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
	Develop a policies and procedures manual, improve audit trails and improve archiving to ensure the agency and be audited by external auditors	A P&P manual is in place documenting processes to be audited and all necessary audit trails and documents are created and archived allowing effective internal and external audit and ultimately the agency receives reasonably good audit reports				Detailed Policies and Procedures Manual including details of procedures not covered in the general MOF Policies and Procedures manual. Audit trails and financial documents created.	# of MACs with auditable Financial Management (FM) systems (PMP 1.1.1-2)
<b>1.7</b>	<b>Detailed Financial Management Policies and Procedures Manual</b>						
	Develop a detailed Financial Management Policies and Procedures Manual with agency specific details not covered in the MOF Manual applicable to all M&As	Detailed Financial Management Policies and Procedures manual, which are disseminated, with a level of detail beyond the MoF general manual and ensuring full compliance with the PFM Law in place				Agency specific detailed Financial Management Policies and Procedures manual with a level of detail beyond the MoF general manual	# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)  # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)
<b>1.8</b>	<b>Organizational Structure of the Finance Department and Job Descriptions</b>						
	Update the organizational structure of the Finance Department to align with updated processes and tools	Updated and aligned organizational structure of the Finance Department				Update organizational structure for the Finance Department	
	Update and align job descriptions to support and align with updated processes	Line staff and management have updated and aligned job descriptions for all Finance staff to guide staff and allow for performance benchmarking				Updated and aligned job descriptions for all Finance staff	



	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
<b>1.9</b>	<b>Financial Management Professionals Skills and Knowledge</b>						
	Develop a training plan and provide training as required to bring financial management professionals skills and knowledge up to international best practice standards and execute their tasks and responsibilities to fully comply with the PFM Law	Financial management professionals in the agency have the skills and knowledge to fully comply with the PFM law and execute their tasks and responsibilities at international best practice standards.				Training Materials and Program delivered	
<b>2</b>	<b>HUMAN RESOURCES MANAGEMENT</b>						
<b>2.1</b>	Strategic, Annual Operating & Staffing Plans	Increased transparency; greater discipline; and increased likelihood of achieving institutional performance goals.				<ul style="list-style-type: none"> <li>• Requirements for all plans.</li> <li>• Draft plans</li> <li>• Evidenced review, commentary, revisions to plans</li> <li>• Revised Plans</li> <li>• Final Plans and Staff communications session</li> </ul>	
<b>2.2</b>	HR Policies & Procedures Manual	Alignment of policies to support organizational goals and improve controls; strengthened governance.				<ul style="list-style-type: none"> <li>• Revised staff handbook</li> <li>• Finalized staff handbook and staff communications session</li> <li>• Signed certifications for HR file</li> <li>• Training materials</li> <li>• Completed training</li> </ul>	

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
2.3	Selection, Recruitment and Induction Process	Greater alignment of staff and required skills; increased capacity building and institutional performance				<ul style="list-style-type: none"> <li>• Draft policies and procedures</li> <li>• Draft framework and Selection process tools</li> <li>• Draft framework and process, roles definition, etc.</li> <li>• Measurement scorecard</li> <li>• Training materials</li> <li>• Completed training</li> </ul>	
2.4	Performance Management/Assessment (PM/PA) Framework and Toolkit	Enhanced staff and institutional performance				<ul style="list-style-type: none"> <li>• Summary of recommendations for enhancements</li> <li>• Revised PM/PA materials</li> <li>• Final PM/PA framework and tools for rollout</li> <li>• Training materials/ completed training session</li> </ul>	% of staff receiving performance appraisals in last 12 months (PMP 1.1.2-2)

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
2.5	Assess Staff Skills	Greater alignment of right skills in the right roles to promote institutional effectiveness and performance improvement				<ul style="list-style-type: none"> <li>Competency model functional &amp; departmental lists</li> <li>Competency models detailed for all competencies and ratings</li> <li>Skills assessment tools and communications materials</li> <li>Completed skills assessment per staff</li> <li>Initial training plan per staff</li> <li>Aggregate skills executive report</li> <li>Skills remediation roadmap</li> </ul>	
2.6	Employee/Staff Satisfaction Survey (ESS)	Enhanced staff and institutional performance				<ul style="list-style-type: none"> <li>Requirements/data elements list</li> <li>Draft survey tool</li> <li>Completed staff surveys</li> <li>Staff satisfaction results and executive report</li> <li>Communications materials and/or completed session</li> </ul>	
2.7	Compensation and Benefits (Staff Pay) Survey	Greater staff satisfaction; greater governance				<ul style="list-style-type: none"> <li>Requirements/data elements list</li> <li>Draft survey tool</li> <li>Completed staff surveys</li> <li>Pay Study results and executive report</li> <li>Communications materials and/or completed session</li> </ul>	

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
2.8	Time (Attendance) Reporting Process and System	Enhanced controls; greater ownership & accountability; greater governance				<ul style="list-style-type: none"> <li>Feasibility study results</li> <li>Requirements/data elements list</li> <li>Draft process and related tools (manual &amp; automated)</li> <li>Reviewed/ approved package</li> <li>Implemented Time Reported system</li> </ul>	
<b>3</b>	<b>PROCUREMENT MANAGEMENT</b>						
3.1	Procurement Advisory	Increased transparency and accountability in use of CSA and GOL resources; increased appreciation for competitive procurement processes and change of behavior related to procurement				<ul style="list-style-type: none"> <li>Internal procurement practice notes</li> <li>Procurement Plan</li> </ul>	# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
3.2	Job Descriptions	Increased transparency, checks and balances in procurement process				<ul style="list-style-type: none"> <li>Job descriptions</li> <li>Expanded Job descriptions</li> </ul>	# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
3.3	Develop Systems and Procedures	Improved performance and reduced risk of loss of GOL and CSA resources				<ul style="list-style-type: none"> <li>Internal standard operating procedures for procurement</li> <li>Structured procurement documentation</li> <li>Procurement documentation tracking system</li> </ul>	# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
3.4	Suppliers, Contractors, and Consultants Database Development	Increased competition, quality of goods, works and services provided				<ul style="list-style-type: none"> <li>Database and performance history on suppliers, contractors and consultants</li> <li>Historical record of costs of goods, works and services by provider</li> </ul>	% of surveyed internal and external clients reporting improvement in procurement process (PMP 1-1)
<b>4</b>	<b>ASSETS MANAGEMENT</b>						
4.1	Fleet Management	<p>Increased controls and compliance</p> <p>Increased safeguarding of physical assets</p> <p>Well-maintained GOL vehicles, reduced costs</p> <p>Enhanced collaboration between MACs and GSA</p>				<ul style="list-style-type: none"> <li>Draft Fleet Management Policy Doc</li> <li>Validated by stakeholders and approved by cabinet</li> <li>Final Policy Approved by cabinet</li> <li>Fleet Implementation Plan</li> <li>Firm fleet procedures and processes</li> <li>Preparation for final implementation</li> <li>Data collection</li> </ul>	<p>% change in GoL fleet expenditures (PMP 1-5)</p> <p>% change in number of vehicles in operation fleet (PMP 1.1.2-3)</p>
4.1.1	Finalize Implementation Plan for fleet Policy	Reduced size and cost of fleet					
4.1.2	Roll out vehicle and equipment maintenance guidelines	Clear direction					
4.1.3	Training relevant MACs on fleet maintenance and data collection	Reduced cost and increased life cycle					
4.1.4	Training Relevant MACs on generator procurement criteria, maintenance and data collection	Reduced cost and increased life cycle					

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
4.1.5	Training relevant MACs on motorcycle safety, maintenance and data collection	Reduced cost and increased life cycle					
4.2	Assets Management	Regularized processes Increased organizational effectiveness Long term cost saving Increased controls and compliance Increased safeguarding of physical assets database system Enhanced collaboration between MACs and GSA				<ul style="list-style-type: none"> <li>Fleet data entry &amp; monthly data collection from MACs allowing a National Asset Register Maintenance and management guidelines for all GOL assets</li> <li>Assets Management Plan Implementation</li> </ul>	TBD
4.2.1	Finalize details on Asset Management (AM) software	Eventual hook up with IFMIS					
4.2.2	Finalize manual general AM data collection procedures and processes prior to introduction of the software	Control over expenditure and more accurate budgeting					
<b>5</b>	<b>INFORMATION AND COMMUNICATIONS TECHNOLOGY</b>						
5.1	IT Awareness and Knowledge	Increased staff and institutional knowledge				Attendance at workshop/conference	
5.2	IT Organizational Structure: Develop Strategy to Utilize IFMIS equipment	Improved staff performance; increased effectiveness; greater staff satisfaction				<ul style="list-style-type: none"> <li>Strategic plan</li> <li>Deployment of equipment</li> <li>Training Certificates</li> <li>Recommendations and Action Plan</li> </ul>	# of MACs with IT systems that are assessed as IFMIS ready (PMP 1.1.2-5)
5.3	Deploy File/Application Server, Safe Zone for Financial Management & e-Library	Increased controls; increased process and organizational effectiveness; increased integrity over data; reduced cyber-risks				<ul style="list-style-type: none"> <li>Installation certificates</li> <li>Training certificates</li> <li>IT Policy document on Threat management</li> <li>Action Plan and SOP's</li> </ul>	

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
5.4	IT Policies & Procedures: IT Policy Document Implementation	Increased controls and compliance; Increased safeguarding of physical assets and reduced cyber- risks and of physical theft of assets				<ul style="list-style-type: none"> <li>Draft Policy Doc</li> <li>Signed agreements by all staff</li> </ul>	
5.5	Document & Knowledge Management; e-Library Document; Improvements to Website exercise	Increased controls and compliance; increased process and organizational efficiency and effectiveness; improved staff performance; increased effectiveness; greater staff satisfaction				<ul style="list-style-type: none"> <li>File structure</li> <li>Document naming convention</li> <li>User acceptance certificates</li> </ul>	
5.6	Piloted automation of Civil Service Exam Exercise	Increased controls; increased process and organizational efficiency; improved staff performance				Electronic or online exam and repository	
5.7	Enhanced Institutional Websites	Increased process and organizational efficiency; improved staff performance; greater staff satisfaction				Enhanced CSA websites	
<b>6</b>	<b>MONITORING AND EVALUATION</b>						
6.1	Develop performance measurement system	High quality performance measurement systems established in partner MACs				PMS templates, Completed PMS plans	<p>% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2)</p> <p># of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)</p>
6.2	M&E training	Improved capacity to implement Performance Measurement System (PMS)				M&E training materials developed and training delivered	

	Key Activities	Expected Results	Q1 FY 2013			Deliverables	PMP Indicators
			Oct	Nov	Dec		
6.3	Conduct baselines	Baseline data collected and incorporated into project Performance Measurement Plan (PMP) and Performance Measurement System				Baseline survey instruments, Baseline data reports, Populated PMP	
6.4	Support performance measurement system	PMS data reported and PMS systems sustained				Operational PMS, Timely PMS reporting	% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2)  # of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)
<b>7</b>	<b>SUSTAINABILITY ASSISTANCE</b>						
7.1	Help desk and follow up support by advisors in Financial Management, Human Resource Management, Procurement, Assets Management, ICT and M&E	Performance improvement initiatives internalized				Sustained improvement in financial management, human resource management, procurement, assets management, ICT and M&E, refresher training and modified processes	Number of performance gaps reduced or eliminated in targeted GoL institutions (PMP 1.1-1)
<b>8</b>	<b>SPECIAL INTERVENTION SOLUTION</b>						
	Provision of short-term technical assistance (STTA) to Internal Audit Secretariat to develop audit programs and schedules						



## WAVE I INSTITUTIONS

### Civil Service Agency (CSA)

Key Activities		Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
1	Provision of full time Grading Advisor to support implementation of Medium Term Pay Strategy*	Civil Service jobs placed in grades, job descriptions for established positions, basis for movement on grading scale, rationalized jobs & titles, career structure for jobs				Civil servants aware of their job requirements and graded based on requirements of the job	
2	Provision of short term technical assistant to undertake skills assessment across Wave I MACs	Skills Assessment Report for CSA, GC, GSA, LIPA, PPCC, NIC, NBC				Identification of competencies and skills gaps of staff in USAID-GEMS functional areas in preparation for performance management system	
3	Provision of short term technical assistance for employee satisfaction surveys across Wave I MACs	Survey Results and Recommendations				Identification of employee issues that may affect performance and output to develop solution approaches	
4	Provision of short-term technical assistant to roll out Human Resource Management Policy & Procedures Manual across all MACs*	HRM Manual Rolled Out				Increased awareness of HRM policies and procedures by all civil servants	
5	Support of Human Resources Community of Practice	HR Community of Practice established and functional				Public sector HR professional share best practice solutions and approaches	

\*USAID-GEMS will be working in collaboration with the World Bank to support the implementation of the Medium Term Pay Reform Strategy

## Governance Commission

Key Activities		Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
1	Provision of short-term technical assistance to develop M&E Unit	Documented role and responsibilities of M&E Unit, activity work plan, and defined M&E unit output				Defined mandate, structure, requirements and activities for M&E Unit within the GC	
2	Provision of two full time local staff as M&E Program Manager and M&E Policy Analyst	Strategic & Annual Operating Plans, Annual Governance Report, periodic mandatory GC reports				Structured M&E reviews of MACs	
3	Provide Assistance to Civic Education and Visioning Unit	National Database of civil society organizations				Increased knowledge of civil society organizations operating in the country	

## General Services Agency

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>1</b>	<b>INSTITUTIONAL SUPPORT</b>						
	Provision of short-term technical assistance for the development of an operational fleet management handbook	Fleet management handbook				Improved management and control of GOL fleet	
	Provision of short-term technical assistance for the provision of a fixed assets maintenance handbook	Fixed assets maintenance handbook				Improve maintenance of GOL properties	
	Short-term technical assistance for the development of Maintenance guidelines and life cycles for non-fixed assets	Guidelines for non-fixed assets maintenance				Reduction in cost from improved scheduled maintenance	
	Provision of short term technical assistance to document Government properties	Register of GOL properties				Documentation of GOL properties	
<b>2</b>	<b>FLEET, ASSET &amp; PROPERTY MANAGEMENT</b>						
<b>2.1</b>	<b>Fleet Management</b>						
	Develop Fleet Policy and Implementation Plan	Fleet policy and implementation plan				Roadmap for implementing complete fleet management policy	% change in GOL fleet expenditures (PMP 1-5) % change in number of vehicles in operation fleet (PMP 1.1.2-3)
	Handbook and guidelines for management of operational GOL fleet	Fleet management handbook				Definitive fleet procedures and processes	
	Assist GSA to identify suitable software for fleet management	Fleet management software identified				Data consolidation and IFMIS compatibility	
	Develop vehicle maintenance	Register of authorized vehicle				GOL certified maintenance	

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
	Policy	service centers				workshops	
	Complete vehicle, generator and Motor cycle National register & Survey	National registry of GOL vehicles, motorcycles and generators				Awareness of number, type and location of GOL's vehicle fleet and generators	
<b>2.2</b>	<b>Assets Management</b>						
	Assist GSA to identify suitable assets management software	IFMIS compatible software identified				Assets data from MACs reflected in the National; and Asset register and linked to IFMIS	TBD
	Support implementation of AM system	Assets management systems in MACs, trained assets managers				Improved coding, monitoring and documentation of GOL assets	
	Develop assets management processes for MACs	Monthly assets reports from MACs				Monthly data collection and basic asset management reporting	
	Training and workshops	Staff trained in assets management				Staff capable of implementing assets management processes	
	Maintenance guidelines for all GOL Equipment	Assets maintenance guidelines				Reduction in cost from improved scheduled maintenance	

## Public Procurement and Concessions Commission (PPCC)

	Key Activities	Deliverables	Q I FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>1</b>	<b>INSTITUTIONAL SUPPORT</b>						
	Provision of short-term technical assistant for Procurement Advisory Regulatory Support	Internal regulatory procedure guidance notes, instructional circulars, regulator processes SOP				Increased knowledge and ability of PPCC to regulate procurement and concessions	# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
<b>2</b>	<b>PROCUREMENT REGULATORY</b>						
<b>2.1</b>	Procurement Regulator Advisory Support	Procurement instructional circulars to institutions, subsidiary procurement guides, compliance review template, 'in process' review procedures, SOP for regulatory processes supplier, consultant & contractor database with past performance, MOF agreement to try to align cash allotments to procurement plan requirements				Increased credibility of PPCC, standardized and consistent processes, improved guidance to entities, increased compliance, reduction in arbitrary procurement processes, improved quality of procurements and concessions, reduced opportunity for corrupt practices, increased credibility for PPCC and standardized processes for consistency	# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
<b>2.2</b>	Procurement Staff Oversight and Training*	Requirements for county procurement staff identified, minimum training requirement for procurement positions established, procurement course curriculum refined, standardized procurement training material				Increased compliance, reduction in arbitrary procurement processes, training materials, improved ability of procurement trainers, improved competence of procurement staff and quality, transparency, competitiveness in public procurements and value for public expenditure	
<b>2.3</b>	Procurement Regulator Stakeholder Surveys and Collaboration	Annual Procurement Forum and Perception Survey Results				Compliance with PPCC mandate, understanding of concerns & requirements of stakeholders	

## Liberia Institute of Public Administration

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>I</b>	<b>LIPA STRATEGIC LEADERSHIP &amp; MANAGEMENT, AND PROGRAM (SERVICE) DELIVERY</b>						
<b>1.1</b>	Provision of four qualified, full-time accounting lecturers	Course curriculum, training results on credentialing exams				Improved accounting and financial skills for public sector accountants, increased pass rate on certification examinations	# of international certifications trainings that include preparatory testing (PMP 1.2.1-2)
<b>1.2</b>	Leadership, Change Management & Culture	Leadership & management development strategy; LIPA re-branding elements; Change management committee (CMC); CMC TOR with guidance on how to implement; CMC workshops; Change management workshop for LIPA staff				Improved policy direction & guidance Improved governance Shared vision & strategy Enhanced LIPA image services effectively communicated to clients; Well-coordinated & sustained reform initiatives; Enhanced capacity for change management	
<b>1.2.1</b>	Provide support in the development of building blocks for re-branding LIPA	LIPA image enhanced; Training, research & advisory services effectively communicated to clients. Re-branding elements developed					
<b>1.2.2</b>	Provide support in institutionalizing reform at LIPA through formulation of the Change Management Committee (CMC)	Change management committee (CMC) formed; CMC TOR developed					
<b>1.3</b>	Business Development for Institutional Sustainability	LIPA Sustainability plan; Business plan (including operational plans for key functional areas); Marketing Plan; Multi-year Research & Consulting Strategy; LIPA Statement of Capability; Course fee structure				Clear roadmap for institutional sustainability; Increased financial capacity; Enhanced marketing / communication system with clients; Increased research capacity; Competitive & realistic course fee structure	Institutional Sustainability plan developed & approved (PMP 1.2.2-1) % change in LIPA revenue from new sources (1.2.2-4)

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>1.4</b>	Training Program Management*	Needs assessment report; LIPA Course Schedule; Potential areas for research & consultancy; Curricula/modules for all existing courses; LIPA Training delivery (TOT) manual; TOT workshops for LIPA trainers; Partnerships with professional bodies; Training modules & materials				Increased capacity for service delivery; Market-driven programs; and Service delivery quality enhanced	# of new courses offered in response to clients' performance needs (PMP 1.2.1-1)  # of training courses developed or revised by LIPA curriculum developers (PMP 1.2.1-2)
<b>1.4.1</b>	Provide support in the development of LIPA Course Schedule	Draft LIPA Course Schedule					
<b>1.4.2</b>	Provide support to enhance LIPA's training design / curriculum development capacity	Increased capacity for training design; Initial draft modules for selected courses					
<b>1.5</b>	Library/Knowledge Management Services	1) e-Library and resource needs 2) Library resource mobilization plan				Increased capacity to provide library services to public as required by Act; Enhance library service delivery	
<b>1.6</b>	Monitoring & Evaluation	Performance Monitoring & Quality Assurance Systems				Enhanced M&E capacity	% of LIPA services assessed by LIPA M&E unit annually (PMP 1.2.2-3)
<b>1.7</b>	Client Feedback (Perception Surveys)	Client perception survey reports				Enhanced client feedback; Improved ability to provide services based on client needs	# of surveyed LIPA clients that report satisfaction with LIPA service quality (PMP 1-3)
<b>1.8</b>	Staff Training & Development	Workshops, training materials				Increased capacity of LIPA trainers to design and deliver training; Improved training services delivery	
<b>1.8.1</b>	Provide support to enhance LIPA's training design / curriculum development capacity	Increased capacity for training design; Initial draft modules for selected courses					

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>1.8.2</b>	Enhance capacity of LIPA Trainers to deliver training using adult learning principles	Improved capacity of trainers to deliver training; Introductory TOT workshops conducted					



## ICT POLICY IMPLEMENTATION

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>I</b>	<b>MINISTRY OF POST AND TELECOMMUNICATIONS</b>						
<b>I.1</b>	<b>Establish the ICT Governance Board</b>						
	Facilitate dissolution of ICT4D Steering Committee	TOR for ICT Governance Board (ICTGB)				Preparation for ITGB	
	Finalize draft charter and TOR for ICTGB	ICTGB Charter				Preparation for ITGB	
	Establish ICTGB membership in accordance with Policy	ICTGB Charter				Enhanced collaboration among MACs to implement ICT policies and services	
	Facilitate formalization of ICTGB	Operating ICT Governance Board chaired by the President				Apex level decision making body improved transparency in ICT investments.	
<b>I.2</b>	<b>Establish Program Management Office (PMO)</b>						
	Prepare TORs for PMO charter	TORs for PMO, Program Charter, Job Descriptions				Office of Chief CIO established for ICT Policy implementation and sustained technical advisory support for CIOs in MACs	Program Management Office (PMO) established at MOPT and providing services (PMP 1.3-1)
	PMO charter and TORs approval	Approved PMO Charter & TORs					
<b>I.3</b>	<b>CIO Regime Roll-out</b>						
	Support recruitment and roll-out of CIO regime into MACs	Two CIOs installed				CIOs in various GOL MACs responsible for implementing enhanced ICT policies and strategies; improved coverage, quality, and reduced cost of internet services	
<b>I.5</b>	<b>GOL-Wide ICT Infrastructure Assessment</b>						
	Provision of STTA for GOL ICT infrastructure Assessment Study	GOL-wide ICT Infrastructure Re-validation report and recommendations				Re-validated ICT Infrastructure Assessment Study nation-wide	

## CONCESSIONS MANAGEMENT

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>National Bureau of Concessions (NBC)</b>							
<b>1</b>	<b>INSTITUTIONAL SUPPORT</b>						
	Provision of full-time Economic & Financial Analysis Specialist and a Mining Concessions Management Specialist	Tech reviews, evaluations and analysis of mining sector and concessions projects & proposal				Improved quality of terms in concession agreements and performance in mining concessions	# of new and revised concessions agreements that meet improved GOL standards (PMP 1-6)
	STTAs on fiscal terms & pricing in contracts (rubber, oil palm, forestry & mining)	Recommendations for existing and methodology for future fiscal terms & pricing in concessions contracts				Increased capacity to develop terms in concession agreements	# of new taxation and pricing formulas applied to concessions (PMP 1.4-1)
	Short term technical assistant to develop a strategic plan for NBC	Strategic Plan				Plan for implementing NBC mandate	
	Short term technical assistant to develop cadastre road map	Cadastre roadmap and specifications				Plan for development and implementation of national cadastre	
	Short term technical assistance to build cadastre	Cadastre developed*				National cadastre	National concessions cadastre designed (PMP 1.4-2)
<b>2</b>	<b>TRANSFORMING BOC INTO NBC &amp; STRENGTHENING CAPACITY</b>						
<b>2.2</b>	Identification of concessions training requirements and development of training materials for concessions management	Training needs and course material				Training materials on concessions management	
<b>2.3</b>	Provision of STTA to migrate concessions and contract data into electronic form	Digitized files				Ability to locate and utilize current and historical information on concessions and concession agreements	
<b>2.4</b>	Training MACs in Concessions Mgt.	Training Program				Improved ability of MACS in concession management	

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>3</b>	<b>MONITORING AND EVALUATION</b>						
<b>3.1</b>	M&E System design	M&E System				System to monitor concession compliance	
<b>3.2</b>	Develop M&E indicators for concession contract compliance	M&E indicators for various contracts				Improved ability to monitor concession contracts	# of new and revised concessions agreements that meet improved GoL standards (PMP 1-6)  Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
<b>3.3</b>	Undertake M&E capacity assessment in MACs and NBC	Assessment Report				Identification of capacity for M&E	
<b>3.4</b>	M&E Training for NBC and MACs	M&E training materials and delivery				Improved capacity to implement performance measurement system and contract compliance reviews	# of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)
<b>3.5</b>	Support NBC and MACS in M&E Field Visits to concessions	Field Visit Report				Improved concessionaire compliance	
<b>3.6</b>	Develop NBC internal performance measurement system	PMS templates, Completed PMS plans				High quality performance measurement systems established	# of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)  % of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2)

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
3.7	Conduct internal baseline assessments	Baseline survey instruments, Baseline data reports, Populated PMP				Baseline data collected and incorporated into project performance measurement plan and performance measurement system	
3.8	Support internal performance measurement system	Operational PMS, Timely PMS reporting				PMS data reported and PMS systems sustained	# of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)  % of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2)
<b>4</b>	<b>INFORMATION AND COMMUNICATION TECHNOLOGY</b>						
4.1	Development of Cadastre Specifications	Requirements for establishment of a national cadastre				Specifications to enable development of cadastre	National concessions cadastre designed (1.4-1)
4.2	ICT assessment in MACs for cadastre	Assessment Report				Identification of ICT needs	
4.3	Concession data base reconciliation for cadastre	Reconciliation Report				Reconciling data	
4.4	Database & Information System Design	Database				Data & Information	

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>National Investment Commission (NIC)</b>							
1	Provision of STTA for development of a business plan	Business Plan				NIC staff and management have and understand the requirements and approach for implementing their revised legal framework	
2	Provision of STTA for development of investment promotion unit	Promotion Unit mandate and requirements				Organizational requirements for marketing and promoting investing in Liberia	
3	Provision of STTA to review Investment Incentives Laws	Legal framework Review				Summary of legal framework for investment and areas where additions, deletions or revisions may be needed	
4	Concessions Advisory Support	Guidelines for negotiating and awarding concessions and advisory notes				Improved efficiency in concessions negotiation and award	

## Payment Systems

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
<b>1</b>	Migrate direct deposit to mobile money	<ul style="list-style-type: none"> <li>Majority of civil servants paid via direct deposit</li> <li>Pilot programs then further rollout</li> <li>Increase in number of up-country employees paid via direct deposit on mobile money</li> </ul>				Salary payment via mobile money	\$ value of increased productivity from reduced GOL staff absence from work resulting from mobile money salary payment (PMP 1-7) # of GOL employees paid via mobile money (in thousands) (PMP 1.5-1)
<b>1.1</b>	Pilot programs for direct deposit via mobile money	Pilot complete				Pilot complete	
<b>2</b>	Assist the DOR for collection of rural tax revenue via mobile money	<ul style="list-style-type: none"> <li>Clarification of the payment process and what needs to be adjusted</li> <li>Interface developed Branch bank established</li> <li>Customs/tax requirements from DoR</li> <li>Pilots with rural taxpayers</li> </ul>				<ul style="list-style-type: none"> <li>Increased taxes collected</li> <li>Increased controls</li> <li>Increased process and organizational effectiveness</li> <li>Increased integrity over data</li> <li>Reduced cyber-risks</li> </ul>	% of GOL revenues payments transferred via electronic payments (PMP 1.5-2)
<b>2.1</b>	Pilot for rural tax payments via mobile money	Pilot complete				Pilot complete	
<b>3</b>	Technical assistance to revenue payment hub in DOR	<ul style="list-style-type: none"> <li>Customs payments credited daily</li> <li>At Roberts International, branch bank established and functioning inside the customs house</li> <li>At LPRC, ASYCUDA terminal installed and functioning at one of the banks close by for entry directly into the system</li> <li>Visits made to Buchanan and Ganta to understand if the same situation occurs there as at RIA and LPRC</li> </ul>				<ul style="list-style-type: none"> <li>Interface with ASYCUDA / TAS revenue hub</li> <li>Improved transaction accuracy and reconciliation between the two systems</li> <li>Customs payments credited daily</li> </ul>	% of GOL revenues payments transferred via electronic payments (PMP 1.5-2)

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
3.1	Interface between ASYCUDA/TAS completed	Interface completed and installed				Interface completed and installed	% of GOL revenues payments transferred via electronic payments (PMP 1.5-2)

## Central Bank of Liberia

	Key Activities	Deliverables	Q1 FY 2013			Expected Results	PMP Indicators
			Oct	Nov	Dec		
1	Roadmap for bank supervision off-site automated software	Roadmap for bank supervision software				Funding solicited	
2	ATM/POS SWITCH Assessment	Specifications documents				Increased access to interbank payments and services (ATM/POS and potentially mobile)	% of GOL revenues payments transferred via electronic payments (PMP 1.5-2)



## APPENDIX I. TABLES

TABLE I: USAID-GEMS PERFORMANCE INDICATOR DATA TABLE

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2012 Target	Actuals	Description and Variance Analysis	2013 Target
<b>USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)</b>										
I-1	% of surveyed internal and external clients reporting improvement in procurement process	Custom	% of respondents	N/A	2012	TBD	0	0		10
I-2	% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example	Custom	% of managers	N/A	2012	TBD	0	0		20
I-3	% of surveyed LIPA clients that report satisfaction with training quality	Custom	# of MACs	N/A	2012	TBD	0	0		30
I-4	Number of MACs that have successfully deployed an e-Government activity with project support	Custom	# of MACs	N/A	2012	0	0	0		3
I-5	% change in GOL fleet expenditures	Custom	% change	N/A	2012	0	0	0		-10
I-6	# of new and revised concessions agreements that meet improved GOL standards	Custom	# of concessions	N/A	2012	0	0	0		2

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (LISEY)	Baseline Value	2012 Target	Actuals	Description and Variance Analysis	2013 Target
I-7	\$ value of increased productivity from reduced GOL staff absence from work resulting from mobile money salary payment (estimated via special study)	Custom	\$ value	N/A	2012	0	0	0		TBD
I-8	Number of Executive Branch Personnel Trained with USG Assistance	Custom	# of personnel	Sex	2012	0	300	363		500
						Male	210	286		350
						Female	90	77		150
<b>IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved</b>										
I.1-1	Number of performance gaps reduced or eliminated in targeted GOL institutions	Program Custom	# of gaps	N/A	2012	0	5	6	PPCC Conflict of Interest Avoidance Manual, GSA Motorcycle Maintenance Manual, GSA Generator Manual, GSA Vehicle Maintenance Manual, GSA New Vehicle Policy, GSA Fleet survey	10

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (LISEY)	Baseline Value	2012 Target	Actuals	Description and Variance Analysis	2013 Target
I.1-2	Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations	USAID PMP Custom	# of MACs	N/A	2012	0	0	0		6
I.1-3	# of Liberian Young Professionals deployed to MACs with USAID-GEMS support	Custom	# of people	Sex	2012	0	0	0		14
<b>IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency</b>										
I.1.1-1	# of MACs utilizing financial management software tools or IFMIS for financial management	Custom	# of MACs	Tool type	2012	0	0	0		6
I.1.1-2	# of MACs with auditable Financial Management (FM) systems	Custom	# of MACs	N/A	2012	0	0	0		2

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (LISEY)	Baseline Value	2012 Target	Actuals	Description and Variance Analysis	2013 Target
I.1.1-3	# of MACs that have developed detailed, agency-specific FM processes conforming to the PFM law, disseminated them to staff and trained staff in their use	Custom	# of MACs	N/A	2012	0	0	0		6
<b>IR 1.1.2: Targeted management functions of GOL institutions strengthened</b>										
I.1.2-1	# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures	Custom	# of PEs	N/A	2012	0	0	0		2
I.1.2-2	% of staff receiving performance appraisals in last 12 months	Custom	% of staff	N/A	2012	0	0	0		10
I.1.2-3	% change in number of vehicles in operation fleet	Custom	% change	N/A	2012	N/A	0	0		-10
I.1.2-4	# of PMS systems established or strengthened in MACs with USAID-GEMS support	Custom	# of PMS	N/A	2012	0	0	0		8
I.1.2-5	# of MACs with IT systems that are assessed as IFMIS ready	Custom	% of MACs	N/A	2012	0	0	0		8

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (LISEY)	Baseline Value	2012 Target	Actuals	Description and Variance Analysis	2013 Target
<b>IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened</b>										
1.2-1	% change of surveyed LIPA trainees that report use of new knowledge and skills and can provide an example three months post-training	Custom	% of trainees	N/A	2012	0	0	0		10
<b>IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved</b>										
1.2.1-1	# of new trainings offered in response to clients' performance needs identified through capacity needs assessments	Custom	# of new trainings	N/A	2012	0	0	0		4
1.2.1-2	# of international certification trainings that include preparatory testing	Custom	# of trainings	N/A	2012	0	0	0		1
<b>IR 1.2.2: Institutional sustainability of LIPA enhanced</b>										
1.2.2-1	Institutional sustainability plan developed and approved	Custom	Y/N	N/A	2012	0	N	N		Y

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (LISEY)	Baseline Value	2012 Target	Actuals	Description and Variance Analysis	2013 Target
1.2.2-2	# of training courses developed or revised by LIPA curriculum developers	Custom	# of trainings	N/A	2012	0	0	0		3
1.2.2-3	% of LIPA services assessed by LIPA M&E unit annually	Custom	% of services	N/A	2012	0	0	0		10
1.2.2-4	% change in LIPA revenue from new sources	Custom	% change	N/A	2012	0	0	0		5
<b>IR 1.3: Expanded Public sector use of ICT linked to development objectives supported</b>										
1.3-1	Program Management Office (PMO) established at MOPT and providing services	Custom	Y/N	N/A	2012	0	N	N		Y
1.3-2	# of MACs with a USAID-GEMS trained CIO	Custom	# of MACs	N/A	2012	0	0	0		4
<b>IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively</b>										
1.4-1	# of new taxation and pricing formulas applied to concessions	Custom	# of formulas	N/A	2012	0	0	0		2
1.4-2	Concessions M&E policies and procedures manual developed and approved	Custom	Y/N	N/A	2012	N	N	N		Y

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (LISEY)	Baseline Value	2012 Target	Actuals	Description and Variance Analysis	2013 Target
I.4-3	National concessions cadastre designed	Custom	Y/N	N/A	2012	N	N	N		Y
<b>IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards</b>										
I.5-1	# of GOL employees paid via mobile money (in thousands)	Custom	# of GOL employees	Sex	2012	0	0	0		25
I.5-2	% of GOL revenues payments transferred via electronic payments	Custom	% of payments	N/A	2012	0	0	0		20
<b>USAID/Liberia Standard Foreign Assistance Indicators ("F")</b>										
1	Number of USG supported anti-corruption measures implemented (2.2.4-7)	F Indicator	# of measures	N/A	2012	N/A	0	6	PPCC Conflict of Interest Avoidance Manual, GSA Motorcycle Maintenance Manual, GSA Generator Manual, GSA Vehicle Maintenance Manual, GSA New Vehicle Policy, GSA Fleet Survey	4
2	# of training days provided to executive branch personnel with USG assistance (2.2.2-6)	F Indicator	# of days	Sex	2012	N/A	500	894	Topics covered in the majority of GEMS training in the first year included Change Management, Visioning, Performance Improvement training with LIPA and comprehensive multi-disciplinary training with the NBC.	500

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (LISEY)	Baseline Value	2012 Target	Actuals	Description and Variance Analysis	2013 Target
						Male	350	726		350
						Female	150	168		150
3	# of government officials receiving USG-supported anti-corruption training (2.2.4-2)	F Indicator	# of officials	Sex	2012	N/A	25	42	Topics counted under the reported training for this indicator include training related to Fleet Management documentation, Financial Management at LIPA and training in the content and development of the new PPCC Procurement Manual	100
						Male	17	34		70
						Female	8	8		30



**TABLE 2: ANNUAL FINANCIAL STATUS REPORT**

In an effort to align the project calendar year to the USAID fiscal year (October 1, to September 30), this annual Financial Status covers 15 months from inception of July 1, 2011 to September 30, 2012.

<b>Level of Effort (LOE) Status</b>			
<b>Personnel Category</b>	<b>LOE Budgeted</b>	<b>LOE Expended 7/1/11– 9/30/12</b>	<b>Remaining LOE</b>
Expat Key & LTTA	12,623	3,033.64	9,589.36
CCN LTTA	28,767	1,148.88	27,618.12
Expat/CCN STTA	6,494	798.64	5,695.36
<b>TOTAL</b>	<b>47,884</b>	<b>4,981.16</b>	<b>42,902.84</b>

<b>Cost Status</b>					
<b>Description</b>	<b>Contract Budget</b>	<b>Total Obligation to Date</b>	<b>Actual Expenditures 7/1/11-9/30/12</b>	<b>Remaining Funds from Obligation</b>	<b>Balance from Contract Budget</b>
Cost	\$41,986,856		\$9,197,113.96		\$32,789,742.04
Fixed Fee	\$2,915,823		\$303,317.99		\$2,612,505.01
<b>TOTAL</b>	<b>\$44,902,679</b>	<b>\$12,000,000</b>	<b>\$9,500,431.95</b>	<b>\$2,499,568.05</b>	<b>\$35,402,247.05</b>

**TABLE 3: LIST OF COMPLETED PRODUCTS AND DELIVERABLES FOR THE YEAR**

Product Description	Type of Product (Document, Film, etc.)	Institution
Objective 1: Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards		
Final draft of Fleet Policy as presented to the Cabinet	Document	GSA
Fleet Policy presentation as to be presented to the Cabinet	Document	GSA
First draft of Implementation Plan, subject to change	Document	GSA
First Draft of Operational Fleet Maintenance and data protection guidelines	Document	GSA
First draft of Generator Procurement parameters and formula, maintenance and data collection guidelines	Document	GSA
First draft of motorcycle safety, maintenance and data collection guidelines	Document	GSA
Updated and modified National Fleet/ Generator/ Motorcycle register	“Living” spreadsheet	GSA
Draft Fleet Management Policy Implementation Plan	Document	GSA
Fleet register	Document	GSA
GSA Visioning Exercise	Document	GSA
GSA Institutional assessment	Document	GSA
Pension Scheme Reform: 12-month implementation work plan & roadmap	Document	CSA
Governance Manual – Public Service Pension (PSP) System	Document	CSA
Public Service Pension (PSP) Reform Presentation to President’s Cabinet	Document	CSA
Key Initiatives (3) Roadmap and Action Plan: HR Policy; Performance Management System; Civil Service Standing Orders	Document	CSA
HR Policy Manual Development Best Practices Review	Document	CSA
Performance Management System Handbook Development Best Practices Review	Document	CSA
Annual Performance Appraisal Tool/Template Drafts Levels 1-4	Document	CSA
Civil Servant Employee Self-Assessment Form Draft	Document	CSA
Interim Perform Review Form Draft	Document	CSA
Survey Database	MS-Access Database	MoHSW

<b>Product Description</b>	<b>Type of Product (Document, Film, etc.)</b>	<b>Institution</b>
Health Pay Survey Key Stakeholder Interview Report	Document	MoHSW
Health Pay Survey Key Findings & Recommendations Summary	Document	MoHSW
Health Pay Survey Staff Profiles	Document	MoHSW
Health Pay Survey Consolidated Report	Document	MoHSW
Health Pay Survey Exit Assessor Survey	Document	MoHSW
Institutional Assessment Report: Final	Document	CSA
Institutional Assessment Report: Final	Document	GC
GSA Visioning Exercise	Document	GSA
GSA Institutional assessment	Document	GSA
GOL Standard Chart of Accounts creation spreadsheet	MS Excel spreadsheet	Cross-cutting
Chart of Accounts	Document	NIC/PPCC/GSA/GC/CS A
LIPA Chart of Accounts Cross-Walk	Document	LIPA
Journal Voucher Form Template	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/ GC/CSA
General Ledger Workbook—including Trial Balance and Financial Statements Templates-PPCC	MS Excel spreadsheet	NIC/PPCC/GC
Budget vs. Actual Report	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/ GC/CSA
Appropriation-Budget-Expenditure-Commitment Report Template	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/ GC/CSA
Bank Reconciliation Template	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/ GC/CSA
Imprest/Petty Cash Ledger Template	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/ GC/CSA
Budget formulation, execution control, reporting and financial accounting and reporting spreadsheet	MS Excel spreadsheet	NIC/PPCC/GSA/LIPA/ GC/CSA
Work Shop 1 Introduce financial management professionals to GOL financial management systems and the best tools available for their agency, IFMIS, Quick Books or similar or spreadsheets depending on the agency.	Training materials	NIC/PPCC/GSA/LIPA/ GC/CSA
Work Shop 2 Provide more in depth hands on training in the USAID-GEMS tools to formulate and control the execution of an MTEF budget	Training materials	NIC/PPCC/GSA/LIPA/ GC/CSA

Product Description	Type of Product (Document, Film, etc.)	Institution
Work Shop 3 Develop or explain existing PFM law compliant expenditure and payment processes and create process maps of the process	Training materials	NIC/PPCC/GSA/LIPA/GC/CSA
Currently Under Development: Work Shop 4 Develop PFM law compliant revenue processes using improved IT platforms and document them in process maps Work Shop 5 Develop or explain existing PFM law compliant month end, quarterly and year end closing and reporting processes using improved IT platforms and document them in process maps Work Shop 6 Develop or explain existing PFM law compliant cash and bank account management processes using improved IT platforms and document them in process maps Work Shop 7 Review, update and align the finance function organizational structure and job descriptions based on the above revised processes and work flows/demands Work Shop 8 Provide training in the role and importance of internal audit and internal controls and the GOL's internal audit strategy, the Internal Audit Secretariat	Training materials	NIC/PPCC/GSA/LIPA/GC/CSA
Draft Public Procurement Manual	Document	PPCC
Draft Final Regulations Accompanying PPCA of 2005 as Amended 2012	Document	PPCC
Draft Final Public Procurement Manual Executive Summary Edition	Document	PPCC
Draft Final Public Procurement Manual General User Edition	Document	PPCC
PPCC Institutional Assessment	Document	PPCC
Conflict of Interest Avoidance Manual	Document	PPCC
Objective 2: The institutional capacity of LIPA is enhanced to provide targeted training that will improve the capacity and performance of GOL personnel responsible for key management functions		
Institutional Capacity Assessment Tool (Generic)	Document	LIPA
Capacity Assessment Tool (LIPA)	Document	LIPA
Baseline Data Collection Tool (Institution-wide)	Document	LIPA
Baseline Data Collection Tool (Core Programs)	Document	LIPA

<b>Product Description</b>	<b>Type of Product (Document, Film, etc.)</b>	<b>Institution</b>
Baseline Data Collection Tool – Training Design & Course Modules	Document	LIPA
Leadership Capacity Assessment Tool	Document	LIPA
Vision, Mission, & Operating Principles Litmus Test (Assessment Tool)	Document	LIPA
Vision Statement	Document	LIPA
Mission Statement	Document	LIPA
Mission Statement (with key objectives)	Document	LIPA
Operating Principles	Document	LIPA
Requirements for implementation of the National Training & Development Policy	Document	LIPA
Interim Strategy for Addressing Critical Operational Capacity Issues and Challenges	Document	LIPA
Institutional Assessment Report & Capacity Development Plan	Document	LIPA
Memorandum of Understanding (MOU)	Document	USAID-GEMS & LIPA
Capacity Development Needs Assessment Report	Document	LIPA, CSA, GC, GSA & PPCC
TOR & Short-listing / Selection Criteria: CCN Training Coordinator	Document	USAID-GEMS & LIPA
TOR for LTTA Accounting Instructors	Document	USAID-GEMS & LIPA
TOR for STTA Institutional Development Specialist (Change Management)	Document	USAID-GEMS & LIPA
TOR for STTA Library Management Systems Specialist	Document	USAID-GEMS & LIPA
TOR for STTA Capacity Building Specialist (Capacity Development Needs Assessment)	Document	USAID-GEMS & LIPA
TOR for STTA Training Design (Curriculum Development) Specialist	Document	USAID-GEMS & LIPA
TOR for STTA Training Specialist	Document	USAID-GEMS & LIPA
TOR for STTA Strategic / Business Planning Specialist	Document	USAID-GEMS & LIPA
TOR for STTA Marketing Specialist	Document	USAID-GEMS & LIPA
TOR for STTA Monitoring and Evaluation Specialist	Document	USAID-GEMS & LIPA
TOR for STTA Gender Mainstreaming Specialist	Document	USAID-GEMS & LIPA
TOR for STTA Business Development Specialist	Document	USAID-GEMS & LIPA
TOR for STTA Research / Survey Specialist	Document	USAID-GEMS & LIPA

Product Description	Type of Product (Document, Film, etc.)	Institution
TraiNet Reports	Document	USAID-GEMS
USAID-GEMS approach to capacity building and performance improvement	Document	LIPA
The Capacity Assessment Tool	Document	LIPA
Mandate Review	Document	LIPA
Review of the Vision & Mission	Document	LIPA
Formulation of Operating Principles	Document	LIPA
Wrap-Up: Vision, Mission & Values	Document	LIPA
Leadership Capacity Assessment	Document	LIPA
Objective 3: GOL institutions are able to use ICT more effectively and efficiently to further Liberia's development objectives as articulated in the National Telecommunication and ICT Policy		
CIO TOR	Document	MOPT
CCN/LTTA TOR	Document	MOPT
Draft PMO Charter	Document	MOPT
Trip Report Rwanda Study Tour	Document	MOPT
Aide Memoire ICTD 2012 Mission	Document	MOPT
TOR ICT Infrastructure Specialist	Document	MOPT
TOR CIO Training Specialist	Document	MOPT
Objective 4: Management of natural resource concessions is more efficient, effective and transparent due to a modified legal framework that clarifies the roles and responsibilities of relevant GOL institutions and the introduction of management and oversight tools utilizing automated ICT-based systems		
BOC road map to NBC	Document	NBC
Field Monitoring templates for Firestone and LAC	Document	NBC
Field Monitoring report for LAC	Document	NBC
Training on concession management for the integration of BOC and NBC teams	Document	NBC
Presentation on NBC to IMCC and legislature	Document	NBC
Presentation on M&E to NBC	Document	NBC
Presentation on Governance in concessions to NBC	Document	NBC
Presentation on NIC structure to Board	Document	NIC
NIC Institutional Assessment	Document	NIC
NBC Institutional Assessment	Document	NBC
Guidelines for IMCC	Document	NIC

<b>Product Description</b>	<b>Type of Product (Document, Film, etc.)</b>	<b>Institution</b>
Institutional Framework for Concessions Management	Document	NBC
Strategic Analysis BOC to NBC	Document	NBC
BOC Roadmap to NBC Updated	Document	NBC
Objective 5: GOL is able to establish and utilize a national payment system in line with international and regional standards and that enables accurate and timely processing and reconciliation of GOL payments to vendors and civil servants, utilizing mobile technologies where feasible		
Payment System for Liberia (Liberia Interbank Payment System)	Document	CBL
Expedited Funds Availability regulation	Document	CBL
Roadmap for Development of a Retail Payments System	Document	CBL
Draft rules and regulations for payments system	Document	CBL
Recommendation for inclusion in existing regulations on mobile money services	Document	CBL
Focus Group of Government Workers, Government Payments, Bank Services, Mobile Money	Document	MOF/CBL
Strategy for piloting the transfer of employee direct deposit salaries via mobile money developed	Document	MOF

**TABLE 4: LIST OF ALL SHORT-TERM TECHNICAL ASSISTANCE**

Specialist's name	Purpose of consultation	Duration	Achievements	Problems encountered (if any)
Andrew Gilboy <i>Institutional Capacity Building Expert</i>	To design the methodology for and guide the implementation of USAID-GEMS institutional and training assessments, which will constitute the baseline for the capacity building plans at targeted MACs.	Q1	Developed an assessment module and methodology for use by the USAID-GEMS team at targeted MACs. Participated in the Wave I institutional assessments. Designed LIPA course schedule plan in conjunction with GOL partners.	Lack of early engagement with the MPEA led to concerns that USAID-GEMS assessments were not targeting GOL priorities.
James Ruth <i>Public Financial Management Expert</i>	To assist in the completion of preliminary institutional needs assessments launched during the first quarter.	Q1 24 workdays	Participated in a multi-donor appraisal team which conducted preliminary assessments of seven GOL institutions. These assessments informed the development of USAID-GEMS work plans.	Lack of early engagement with the MPEA led to concerns that USAID-GEMS assessments were not targeting GOL priorities.
Dr. Tove Strauss <i>Public Financial Management Specialist</i>	To participate in a multi-donor appraisal team for the establishment of a multi-donor trust fund to implement public financial reforms.	Q1	Reached agreement with the GOL and donor organizations to establish a multi-donor trust fund to implement public financial reforms instituted by the Public Financial Reform Act. Prepared the TOR for a long-term Public Sector Investment Advisor.	
Soce Sene <i>Gender and M&amp;E Specialist</i>	To develop the USAID-GEMS draft PMP incorporating gender considerations.	Q1	Delivered training to USAID-GEMS team on gender mainstreaming. Identified entry points for gender-sensitive interventions in the PMP.	Qualified female professionals are scarce in the field of economic governance. Advisors are actively seeking ways to ensure that solutions packages are gender equitable.
Seongeun Chun <i>M&amp;E Specialist</i>	To update the USAID-GEMS M&E framework and methodology	Q1-Q2	Refined the USAID-GEMS M&E framework to include both quantitative and qualitative indicators in line with the new USAID Evaluation Policy and requisite ADS standards.	



<b>Specialist's name</b>	<b>Purpose of consultation</b>	<b>Duration</b>	<b>Achievements</b>	<b>Problems encountered (if any)</b>
Dr. Eric Nelson <i>Public Institutions and Governance Advisor</i>	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)	Q1-Q2	Ensured successful implementation of a high-level National Economic Forum, focused on inclusive economic growth and sustainable development. Completed and submitted the draft Pillar IV of the PRS to the MPEA for national consultations.	
Andy Gilboy <i>Institutional Capacity Building Expert</i>	To collaborate with the USAID-GEMS Objective 2 team and its counterparts on a strategy for USAID-GEMS interventions and priorities at LIPA.	Q2	Drafted an MOU between LIPA and USAID-GEMS and a LIPA Capacity Building Plan.	Significant challenges found at LIPA, both in terms of capacity and resources (building renovation needed, basic materials lacking, poor reputation, etc.).
John Stanford <i>Procurement Specialist</i>	To draft a User Handbook and Step-by-Step Procurement Manual in conjunction with the PPCC and in-line with the PPCA.	Q2	Drafted a revised GOL procurement manual and regulations. Developed a general users guide, executive summary, and conflict of interest avoidance manual. Convened a Procurement Community of Practice forum to review and provide feedback on the drafted procurement materials.	
Dr. Lucie Phillips <i>IBI Chairman</i>	To ensure that the revised project SOW is clear to all parties and integrates systematically the USAID HICD approach, and to work with the local M&E Specialist to introduce HICD principles into the USAID-GEMS M&E plan.	Q2	Assisted in the roll-out of the revised USAID-GEMS SOW. Ensured the integration of HICD principles in the project M&E plan.	
Erik Vonderhaar <i>Program Manager</i>	To ensure that the contract modification request submitted to USAID/Liberia incorporates all proposed technical and administrative changes to the USAID-GEMS contract.	Q2	Prepared and submitted contract modification to USAID/Liberia, which was approved without objection.	

<b>Specialist's name</b>	<b>Purpose of consultation</b>	<b>Duration</b>	<b>Achievements</b>	<b>Problems encountered (if any)</b>
Layla Slonim <i>Director of Finance</i>	To review the policies and procedures in place for financial management.	Q2	Trained the Project Field Accountant in QuickBooks and IBI's finance policy and procedures. Reviewed and revised financial procedures to strengthen internal controls and compliance.	
Onur Erdem <i>Technical Director</i>	To facilitate the drafting of the USAID-GEMS Annual Work Plan, Quarterly Progress Report and revised USAID-GEMS Scope of Work.	Q2	Finalized and submitted the USAID-GEMS Annual Work Plan, Quarterly Progress Report and revised SOW, which was approved by USAID/Liberia without objection.	
Leah Carey <i>Program Manager</i>	To assist in the drafting of the Quarterly Progress Report and work with USAID-GEMS field personnel to further refine M&E framework.	Q2	Drafted the Quarterly Progress Report with input from technical team. Refined M&E framework to align with revised USAID-GEMS contract.	
Mohammad Talha Human Resource Specialist	To work with the CSA to develop a roadmap for implementing the pension reform component of the Medium Term Pay Strategy.	Q3	Developed a 12-month implementation work plan and roadmap for CSA to achieve pension scheme reform; approved by GOL. Drafted a Governance Manual (Best Practices Implementation and Administration) for Public Service Pension (PSP) System. Delivered a PSP Reform presentation to the President's Cabinet.	
Klahn-Gboloh Jarbah <i>Procurement Specialist</i>	To support implementation of procurement capacity building initiatives in the PPCC and other targeted MACs.	Q3	Completed the editing of the Public Procurement Handbook and Regulations, with detailed procedures and templates for procurement practitioners. Ensured compliance with the Amended and Restated PPCA of 2010.	

Specialist's name	Purpose of consultation	Duration	Achievements	Problems encountered (if any)
Rich Mason <i>M&amp;E Advisor</i> (joined USAID-GEMS as LTTA in Q4)	Supported USAID-GEMS CCN LTTTA M&E Specialist to develop the project's PMP and M&E systems.	Q3	Further refined the project's PMP and M&E systems to align with the project's revised SOW. Developed indicators with input from the technical team.	
Felipe Tejada <i>Capacity Building Advisor</i>	To facilitate a capacity development needs assessment process of five GOL MACs on a pilot basis.	Q3	Developed the assessment tools and led a joint LIPA/CSA/USAID-GEMS Needs Assessment Team in a needs assessment of five targeted MACs.	
Andy Gilboy <i>Institutional Development Specialist</i>	To finalize the needs assessment and identify performance needs of LIPA's training staff.	Q3	Analyzed findings from the needs assessment and determined the priority performance opportunities where LIPA can offer its training and advisory services. Assessed the training needs of LIPA trainers and begin planning for TOT.	
Patience Browne, Cynthia Coker, Gimmah Emmons, Esther Donmo <i>NBC Record Keeping Interns</i>	To support the NBC in file organization and storage.	Q3	Arranged, described, stored and organized a significant volume of NBC records, including concessions agreements. Implemented a structured filing system.	Due to the large volume of records at NBC, only the recent priority items were organized. USAID-GEMS is considering extended at least one of the interns to continue working on this task.
Kate Head <i>Communications Specialist</i>	To develop communications plans and investment promotion initiatives focused on taxpayer services and mobile money.	Q3	Developed communications plans for the Payment Assurance Real-Time Information System (PARIS), the Taxpayer Services Center and Call Center at the MOF, and mobile payments (specifically tax payments) at the MOF. Held focus groups with teachers and policeman to gain insights into local perspectives on mobile money.	In terms of mobile money, there are significant challenges in addressing and overcoming public fears about security and privacy in transferring sensitive financial information.

<b>Specialist's name</b>	<b>Purpose of consultation</b>	<b>Duration</b>	<b>Achievements</b>	<b>Problems encountered (if any)</b>
Patrick Coughlin <i>HICD Expert</i>	To refine the USAID-GEMS capacity development approach within the context of the USAID HICD methodology and the conditions facing GOL counterpart institutions.	Q3	Delivered training to the USAID-GEMS team and counterparts on USAID HICD methodology, and its incorporation in USAID-GEMS project activities. This resulted in the addition of a definitive M&E advisory area to USAID-GEMS Objective 1 that will work at the counterpart level to embed a Performance Monitoring Systems in each institution.	
David Colvin <i>IBI President and CEO</i>	To assist in the field office review of the project's HICD approach.	Q3	Assisted in the conceptualization and delivery of HICD training to the GEMS technical team and GOL counterparts from NCDU, CSA, the GC, and LIPA.	
Martine Laney <i>Director of Project Management</i>	To work with the Field Office to finalize the USAID-GEMS FY12, Q2 Progress Report; to help prepare the annual work plan; and to support the HO Program Manager and the implementation team in refining the knowledge management function for the project.	Q3-Q4	Supported the delivery of a week-long technical "retreat" that resulted in a draft annual work plan. Delivered training to the HO Program Manager and assisted in the finalization of the Q2 Progress Report.	
Leah Carey <i>Program Manager</i>	To assist in finalizing the USAID-GEMS FY12, Q2 Progress Report for submission to USAID and to assist in the development of knowledge management plan.	Q3	In conjunction with the USAID-GEMS technical team, drafted and submitted the Q2 progress report. Collaborated with the M&E team on strategies for ensuring knowledge management within and between the Home Office and Field Office.	
Alina Pedigo <i>Program Manager for Personnel Management</i>	To work with the field-based operations and technical team to review the policies and procedures in place for personnel compliance.	Q3-Q4	Delivered training on USAID policies regarding project activities and personnel matters. Collaborated with Field Officer HR Manager to ensure project activities align with IBI and USAID regulations.	

<b>Specialist's name</b>	<b>Purpose of consultation</b>	<b>Duration</b>	<b>Achievements</b>	<b>Problems encountered (if any)</b>
Rebecca Mann <i>Manager of Recruitment</i>	To help the USAID-GEMS team standardize recruitment operations and to become more efficient and effective in the identification, hiring, and management of talent.	Q3	Delivered presentation on “best practices” in recruitment for USAID-funded activities. Reviewed and refined recruitment process with Field Office HR Manager.	
Erik Vonderhaar <i>Program Manager for Contracts Administration</i>	To work with the Field Office to review project policies and procedures to ensure compliance with applicable US Government rules and regulations and to identify and correct any gaps found.	Q3	Reviewed and refined field office procedures related to: procurement, financial records, file retention, operations and communications with Home Office.	
Layla Slonim <i>Director of Finance</i>	To review the policies and procedures in place for financial management.	Q3	Trained the Project Accountant in QuickBooks and the IBI chart of accounts. Performed internal audit of financial procedures and tightened internal controls, as necessary.	
Sharon Dennis <i>Health Worker Pay Analysis Specialist</i>	To supervise the survey data gathering, perform analysis of the data, and summarize the results	Q3-Q4	Oversaw data gathering for MOHSW Health Worker Pay Survey in collaboration with MOHSW- 42 data gatherers trained and over 8,000 health workers interviewed. Completed the analysis and reporting phases for the Health Worker Pay Survey in collaboration with MOHSW, and submitted recommendations for next steps.	Challenges included: large survey scope; technology issues (a new smart phone tool was deployed); sustained commitment from leadership; limited time for training assessors; and ensuring effective communications among multiple stakeholders.

Specialist's name	Purpose of consultation	Duration	Achievements	Problems encountered (if any)
Valerie Poire <i>Senior Communications Consultant</i>	To develop the story board and translate content from the Ministry of Finance into easily understandable information for the Open Government Initiative Electronic Dashboard	Q4	Assisting the MOF to conceptualize an automated information system allowing the MOF to share financial information with “the man on the street.” Developing processes and building capacity of MOF staff to sustain the billboard content and operations without USAID-GEMS assistance.	In terms of resources (both human and material), the OGI team faces significant constraints in launching the billboard on time and ensuring its sustainable operation after the pilot stage concludes. The OGI team is working closely with MOF leadership to mitigate these risks.

**TABLE 5: LISTS OF TRAININGS, WORKSHOPS AND EVENTS**

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
In country	GSA visioning Workshop	4/5-6/12	14	5	GOL
In country	GSA change management Workshop I	4/16-18/12	19	7	GOL
In country	NCDU visioning & change management workshop	5/8-11/12	6	1	GOL
In country	Public procurement manual workshop I	6/4/12	8	1	GOL
In country	TNA workshop I	6/6/12	7	3	GOL
In country	MOF Open government initiative	6/26/12	8	2	GOL
Third country	GSA study tour on use of “Free balance”	4/20-5/13/12	1	1	GOL
In country	NIC Visioning and Strategic Planning I	1/26-27/2012	11	4	GOL
In country	NIC Change Management Workshop I	12/14/2011	21	3	GOL
In country	NIC Change Management Workshop 2	12/16/2011	21	1	GOL
In country	LIPA- Performance Improvement Exercise	02/06-22/2012	15	7	GOL
In country	NIC Business Plan Review	03/01/2012	10	4	GOL
In country	LIPA- Change Management Intro	03/08/2012	17	6	GOL
In country	GSA- Fleet Management Survey Workshop	03/13/2012	4	1	GOL
In country	GSA- Fleet Management Survey Workshop	03/20/2012	5	1	GOL
In country	BOC- Transition to NBC- Business Plan	03/15/2012	12	3	GOL
In country	BOC- Assessing Capacity of BOC	09/26/2011	12	2	GOL
In country	BOC- Corporate Computer Training	11/22/2011	9	3	GOL
In country	NBC introductory program on concessions management	5/3-6/15/2012	18	0	GOL
In country	PPCC Manual workshop 2	6/7/2012	8	2	GOL
In country	NIC work session	8/8/2012	5	2	GOL
In country	CSA-Human Resource managers’	8/7/2012	55	18	GOL
<b>TOTAL</b>			<b>286</b>	<b>77</b>	

**TABLE 6: LIST OF EQUIPMENT AND MATERIALS PURCHASED**

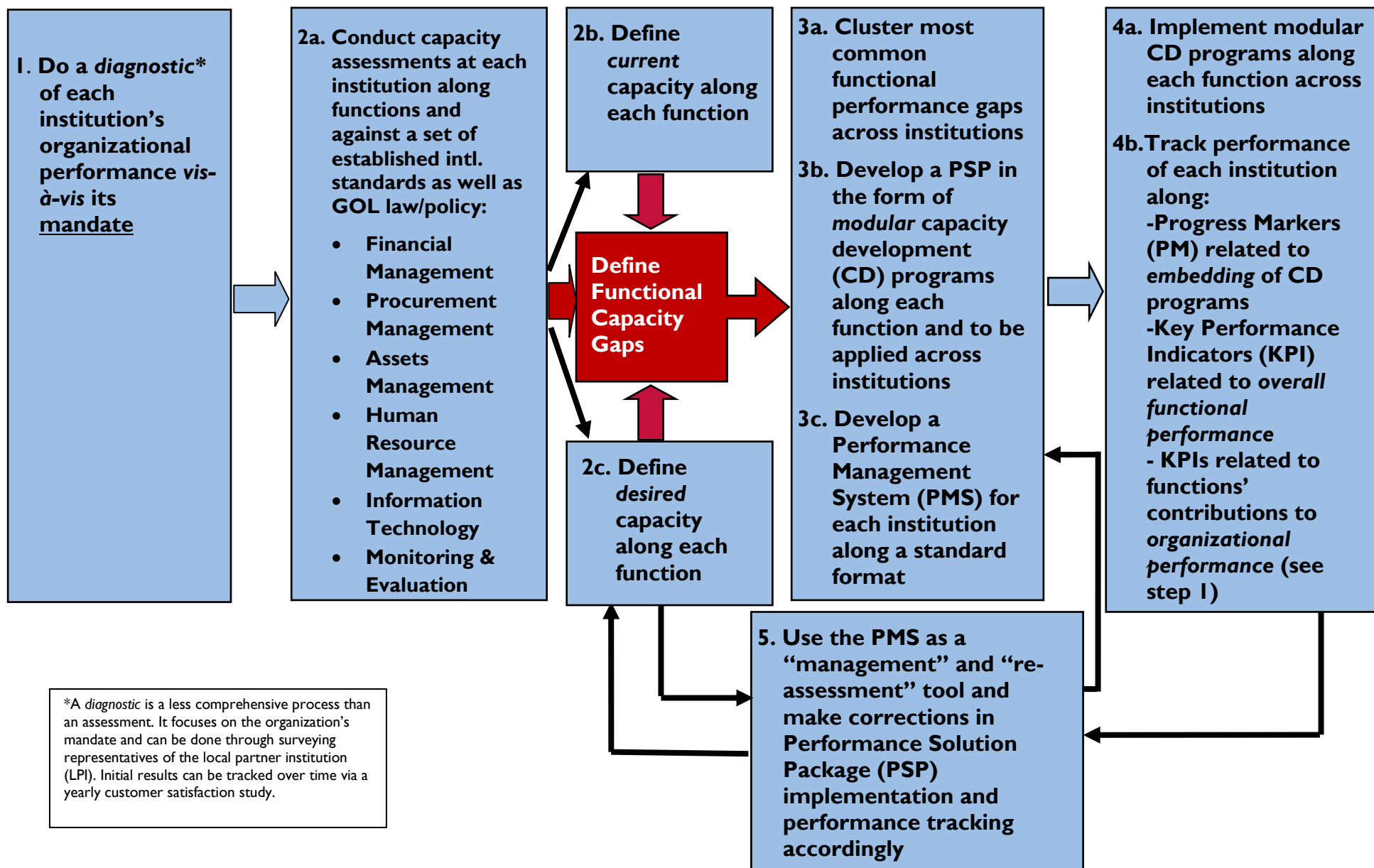
Item	Destination of Equipment	Amount Expended (USD)
Image runner photocopier (Canon IR2318)	USAID-GEMS Office	\$2,500.00
Scanner flat bed with ADF all in one (HP Officejet J4580)	USAID-GEMS Office	\$525.00
Desktop optiplex 990 with 19" flat screen 4GB Ram/500gb HDD (Dell)	BOC	\$824.00
Desktop optiplex 990 with 19" flat screen 4GB Ram/500gb HDD (Dell)	BOC	\$824.00
Desktop optiplex 990 with 19" flat screen 4GB Ram/500gb HDD (Dell)	BOC	\$824.00
Desktop optiplex 990 with 19" flat screen 4GB Ram/500gb HDD (Dell)	BOC	\$824.00
Desktop optiplex 990 with 19" flat screen 4GB Ram/500gb HDD (Dell)	BOC	\$824.00
Optiplex 330 Desktop (Dell)	BOC	\$520.00
Dimension (Dell)	BOC	\$550.00
Uninterrupted Power Supply 1000w, 220v (APC)	Stock	\$600.00
Uninterrupted Power Supply 1000w, 220v (APC)	Anthony Waddell	\$600.00
Uninterrupted Power Supply 1000w, 220v (APC)	MOPT	\$600.00
Scanner (network)- HP Scanjet N6350	USAID-GEMS Office	\$754.36
Laptop (Lenovo/Thinkpad T420)	Murvee D. Gardiner	\$1,153.15
Laptop (Lenovo/Thinkpad T420)	Kristin Lambert	\$1,153.15
Laptop (Lenovo/Thinkpad T520)	Greg Johnson	\$1,098.26
Laptop (Lenovo/Thinkpad T520)	Nick Leach	\$1,098.26
Laptop (Lenovo/Thinkpad T520)	STTA Use	\$1,098.26
Laptop (Lenovo/Thinkpad T420)	Michael Helbert	\$1,153.15
Network Printer 1525N (HP Laserjet)	LTTA	\$550.00
Laptop (Lenovo/Thinkpad T520)	John Tuah	\$1,098.26
Cyberoam (Cyberoam CR5ia)	Server room	\$3,563.45
ML350G6 Server (HP Proliant)	Server room	\$1,373.45



Item	Destination of Equipment	Amount Expended (USD)
Laptop (Lenovo/Thinkpad T420)	Marjean Sherman	\$1,153.15
Laptop (Lenovo/Thinkpad T520)	Joyce Dolo	\$1,098.26
Laptop (Lenovo/Thinkpad T520)	Sam Wesley	\$1,098.26
Printer (color) (HP Laserjet 500 M551)	USAID-GEMS Office	\$853.95
Laptop (Lenovo/Thinkpad T520)	Reg. Miller	\$1,098.26
Laptop (Lenovo/Thinkpad T520)	Florence Fahnbulleh	\$1,098.26
Laptop (Lenovo/Thinkpad T520)	Thierno Kaue	\$1,098.26
Laptop (Lenovo/Thinkpad T420)	Beenwell Banda	\$1,153.15
Laptop (Lenovo/Thinkpad T520)	Terrence	\$1,098.26
Laptop (Lenovo/Thinkpad T520)	Vicki Cooper	\$1,098.26
Laptop (Lenovo/Thinkpad T520)	Cornelius	\$1,098.26
Laptop (Lenovo/Thinkpad T520)	Zayzay Kollie	\$1,098.26
Laptop (Lenovo/Thinkpad T520)	Gloria Denis	\$1,098.26
Laptop (Lenovo/Thinkpad T420)	Zayzay Kollie	\$1,153.15
Laptop (Lenovo/Thinkpad T420)	Anthony Waddell	\$1,153.15
Laptop (Lenovo/Thinkpad T520)	Lucien Gortor	\$1,098.26
Heavy duty photocopier with automatic document feeder and stand (Canon IR2420)	G. C.	\$3,250.00
SkyPilot Net work wireless (Sky connector TM Pro)	LCC / MoF	\$1,150.00
Laptop (Lenovo/ Thinkpad T520)	Dr. Marios Obwona	\$1,098.26
Laptop (Lenovo/Thinkpad T420)	Stock	\$1,153.26
Laptop (HP Probook)	G. C.	\$1,049.00
Laptop (HP Probook)	G. C.	\$1,049.00
Laptop (HP Probook)	G. C.	\$1,049.00
Executive desk + return table	Vicki Cooper	\$975.00
Executive desk + return table	Wilbur Thomas	\$975.00
Projector multimedia (Canon LV-7275 (1024 x 768)	USAID-GEMS Office	\$1,050.00
Projector multimedia Canon LV-7275 (2024 x 768)	USAID-GEMS Office	\$1,050.00

Item	Destination of Equipment	Amount Expended (USD)
Refrigerator RT-37 (Samsung)	USAID-GEMS Office	\$650.00
Air Conditioner 24000BTU (Samsung)	MOPT	\$1,100.00
Video Recorder + 32GB (Canon Vixia HF M52)	Sam Wesley	\$898.00
ESCAPE XLT 4X4 LHD (Ford)	USAID-GEMS	\$31,672.52
ESCAPE XLT 4X4 LHD (Ford)	USAID-GEMS	\$31,672.52
ESCAPE XLT 4X4 LHD (Ford)	USAID-GEMS	\$31,672.52
ESCAPE XLT 4X4 LHD (Ford)	USAID-GEMS	\$31,672.52
ESCAPE XLT 4X4 LHD (Ford)	USAID-GEMS	\$31,672.52
ESCAPE XLT 4X4 LHD (Ford)	USAID-GEMS	\$31,672.52
ESCAPE XLT 4X4 LHD (Ford)	USAID-GEMS	\$31,672.52
EVEREST XLT SUV LHD vehicle (Ford)	USAID-GEMS	\$33,504.00
EVEREST XLT SUV LHD vehicle (Ford)	USAID-GEMS	\$33,504.00
EVEREST XLT SUV LHD vehicle (Ford)	USAID-GEMS	\$33,504.00

## APPENDIX II. USAID-GEMS HICD APPROACH





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

Coconut Plantation, UN Drive  
Adjacent to Atlantis Guest House  
Mamba Point,  
Monrovia, Liberia  
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