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USAID/LIBERIA GOVERNANCE AND ECONOMIC MANAGEMENT SUPPORT (USAID–GEMS) PROJECT ANNUAL PROGRESS REPORT: FISCAL YEAR 2013



OCTOBER 2013

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Cover Photo: In early July 2013, the USAID-GEMS concessions team and GOL counterparts toured the Firestone plantation, including a visit to their sawmill. Firestone operates two shifts per day at the sawmill, where non-productive rubber trees are converted to lumber after their latex-producing years are ended.

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

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ACRONYMS

AM	Asset Management
ASYCUDA	Automated System for Customs Data
BOC	Bureau of Concessions
CAG	Controller and Accounting General
CBL	Central Bank of Liberia
CCN	Cooperating Country National
CICTO	Chief Information and Communication Technology 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
LICPA	Liberian Institute of Certified Public Accountants
LIPA	Liberia Institute of Public Administration

LPRC	Liberia Petroleum Refinery Company
LTA	Liberia Telecommunications Authority
LTТА	Long-term Technical Assistance
MAC	Ministry, Agency, & Commission
MIS	Management Information System
MLME	Ministry of Lands, Mines & Energy
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunications
MOU	Memorandum of Understanding
MOYS	Ministry of Youth and Sports
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 AYP	USAID Advancing Youth Project
USAID-GEMS	USAID Governance and Economic Management Support Project
UTM	Unified Threat Management
VCM	Visioning and Change Management
VCMC	Visioning and Change Management Committee
VIN	Vehicle Identification Number
WARCIP	West Africa Regional Communications Infrastructure Program
WB	World Bank

EXECUTIVE SUMMARY

This report covers activities and project operations undertaken by the United States Agency for International Development's Governance and Economic Management Support (USAID-GEMS) project from October 1, 2012 through September 30, 2013 (Fiscal Year 2013) and provides details on both the implementation of the approved workplan and performance management plan (PMP).

During FY2013, USAID-GEMS continued its support to select Government of Liberia (GOL) central management agencies to develop policies, procedures and implementation mechanisms that would build capacity and improve performance in the economic governance areas of financial management, human resource management, procurement, asset management, and concessions management. The USAID-GEMS team also supported continued revitalization efforts at the Liberian Institute for Public Administration (LIPA) for civil service training, the use of information technology (IT) at the GOL to increase worker efficiency, and the introduction of an e-facilitated national payment system.

In July 2013, USAID-GEMS invited each counterpart Ministry, Agency, and Commission (MAC) to a series of presentations and a review of each institution's GEMS-supported workplan during a multi-day workshop. The USAID-GEMS workplans had been prepared by the USAID-GEMS advisors. Representatives from each counterpart institution previewed the proposed FY14 USAID-GEMS intervention and had the opportunity to provide their own input and suggestions. The MAC representatives noted that they appreciated the collaborative effort and left the meetings with more knowledge about USAID-GEMS.

The USAID-GEMS team hosted a project Steering Committee meeting on the last day of the workplan session. The event was well-attended by GOL representatives, including the Committee Co-Chairs, Minister Konneh from the GOL's Ministry of Finance and Director General George Werner of the Civil Service Agency. USAID/Liberia representatives and USAID-GEMS staff members also were at the meeting. USAID-GEMS Chief of Party, Victoria Enchia-Cooper, presented to the Steering Committee on the achievements of the work implemented by USAID-GEMS at counterpart MACs along with the results from the workplan workshop and provided information regarding the planned involvement by USAID-GEMS with the GOL in the upcoming year.

Two USAID-GEMS Technical Committee (TC) meetings were held during the year. Representatives from USAID/Liberia, USAID-GEMS, and Government of Liberia (GOL) counterparts comprise the membership of this committee. At the first meeting, held during the first quarter of FY13, the TC reviewed, discussed, and validated the USAID-GEMS Capacity Development Approach and workplans for Wave I and II counterpart institutions. At the second meeting, in the third quarter, the USAID-GEMS team gave the attendees a presentation on the achievements of the project to date, reviewed the Technical Committee's monthly report and discussed the need for performance measurement.

ACHIEVEMENTS

During FY13, USAID-GEMS advisors followed the approved workplan and actively provided technical assistance to all of the Wave I MACs and began interventions to help close the identified performance gaps in Wave II MACs.

By the end of the fiscal year, USAID-GEMS had either a Memorandum of Understanding (MOU) or Letter of Understanding with 14 out of the 15 MACs selected for assistance under Objective 1 in the

USAID-GEMS' Scope of Work (SOW). Assessment reports have been completed for these 14 MACs and the MOU II, the agreement signed by the project and each counterpart outlining implementation activities and solutions packages designed to close performance gaps and each party's responsibilities, had been signed with 11 counterparts. USAID-GEMS is now in the technical assistance implementation phase with all the MACs in which there is a signed MOU II.

The status of USAID-GEMS involvement in each MAC is detailed below:

USAID-GEMS OBJECTIVE I MACs				
MAC	MOU I	Assessment Completed	MOU II	Fully Engaged
Civil Service Agency (CSA)				
Public Procurement and Concessions Com. (PPCC)				
General Services Agency (GSA)				
Liberian Institute of Public Administration (LIPA)				
Governance Commission (GC)				
National Bureau of Concessions (NBC)				
National Investment Commission (NIC)				
Ministry of Posts & Telecommunications (MOPT)				
Forest Development Authority (FDA)				
Environmental Protection Agency (EPA)				
Ministry of Education (MOE)				
Ministry of Health and Social Work (MOHSW)				
Ministry of Youth and Sports (MOYS)				
Ministry of Agriculture (MOA)				
Ministry of Lands, Mines & Energy (MLME)				

USAID-GEMS support during FY2013 yielded the following notable achievements, listed by project objectives:

Objective I - GOL Management Systems

- Due to the ongoing collaboration between USAID-GEMS and the GOL, all of the Wave I MACs now have automated financial management systems. QuickBooks has been purchased and installed by the project in the six MACs, which are not yet on the GOL's Integrated Financial Management Information System (IFMIS).
- The GC and LIPA were able to enter data in QuickBooks to produce annual financial reports for the year ended June 30, 2013. All the USAID-GEMS MACs are either currently posting, or will shortly be able to post, all transactions in QuickBooks or other automated financial management system for the current GOL fiscal year.
- On behalf of the Internal Audit Secretariat (IAS), USAID-GEMS developed and produced "Procedures for the Set-up & the Effective Functioning of the GOL Internal Audit Departments"; a Code of Conduct and Ethics document; Internal Audit Manual; and the Operational Procedural Manual. The Internal Audit Secretariat has adopted these documents and they are presently in use at the MACs at which the IAS has placed internal auditors.
- The USAID-GEMS Human Resources team worked with the CSA to develop, finalize and launch the following documents: "Government of Liberia Standing Orders for the Civil Service;" "Civil Service Human Resources Policy & Procedures Manual;" and the "Civil Service Performance Management System (PMS): A Guide to Performance Management." After the Cabinet endorsed them, they were presented to GOL institutions during a two-day workshop in March.
- The USAID-GEMS HR team completed deliverables in support of the CSA's proposed pension scheme to move from a non-contributory scheme to a contributory scheme for all civil servants, provided a detailed analysis, a 12-month implementation workplan and roadmap, and a Governance Manual.
- The final draft of the CSA's Performance Management System (PMS) Framework and Methods Handbook and related toolkit with instructions were completed and delivered.
- A first draft of the "Selection and Recruitment Process Manual," with associated tools, was completed and submitted to CSA. This deliverable forms the basis upon which a key intervention in the Human Resources Management solutions packages for all MACs has been established.
- The project collaborated with the PPCC and The World Bank to finance and present a procurement workshop to about 200 Assistant Ministers of Administration, Internal Auditors, Procurement and Finance Officers from across GOL institutions. The USAID-GEMS Procurement Team and PPCC staff introduced participants to Procurement Principles, Methods and Planning, and Framework Contracting.
- The following procurement manuals or guides were developed and provided to the PPCC for approval and distribution: 1) General Public Procurement Manual; 2) Framework and Master Contracting; 3) Construction and Civil Works Contracting; 4) Health Facilities & Cold Chain

Supply Management; 5) Educational Materials and Supplies; 6) Consulting and Professional Services; 7) Non-Technical Professional Services; and 8) Procurement & Licensing of ICT Products and Services. These manuals and guides are to be used in building procurement management capacity of GOL procurement practitioners and stakeholders.

- The USAID-GEMS team partnered with the PPCC to conduct the annual procurement plan review and approval process for all MACs collaborating with the project. The team ensured that 1) the plans captured all procurement-related items in the budget; 2) the items were properly described; 3) the procurement methods chosen were applicable; and 4) to the extent possible, "draw-down" contracting procedures are used for small value items.
- With the assistance of the USAID-GEMS Asset Management team, the General Services Agency (GSA) launched the new GOL fleet pilot policy in nine participating MACs. Preparation for the launch included the creation of a Fleet Budget Committee; meetings with banks, insurance companies and car rental agencies; identification of older vehicles in the fleet in order to sell; and informed eligible participants of their opportunity to purchase vehicles.
- The USAID-GEMS Asset Management team has worked during the past year to improve tracking and maintenance of the GOL's vehicle fleet and improve the registration of GOL assets. Support to these areas included workshops, the training of GOL staff including mechanics and fleet managers, development and testing of tools including fleet maintenance forms and the provision of IT assets including computers and software.
- USAID-GEMS has supported change management concepts through workshops and on the job training in a total of 13 MACs. This has resulted in three MACs establishing Change Management Committees (CMCs) with formal membership and a regular schedule of meetings – NIC, LIPA and MOPT. During the third and fourth quarters, USAID-GEMS expanded and revised its Change Management portfolio with its partners, including supporting the establishment of six additional Change Management Committees at GSA, PPCC, GC, FDA, MOYS, and NBC. These workshops were in addition to Visioning and Change Management workshops that were held with MOPT, MOE, EPA, LIPA, NIC, CSA and GSA earlier in the year.
- The installation and configuration of all infrastructure components of the USAID-GEMS Information Technology solutions packages were completed at all Wave I MACs, thus providing the institutions a foundation for a safe and secure platform for financial management.

Objective 2 - Institutional Capacity of LIPA Enhanced

- A new Accounting course, designed to produce certified public accounts, was launched and USAID-GEMS provided internationally qualified instructors to teach it. Accounting course enrollment has increased substantially due to the improved quality of instruction and the resulting potential for graduates to achieve an international accounting certification.
- USAID-GEMS financed a refurbishment of LIPA's training rooms and facilities, with the objective to ensure that LIPA's facilities provide a safe, clean and professional physical environment. These facility upgrades also will increase the number of appropriately-equipped training venues that can support the institution's new course schedule.

- Assistance from USAID-GEMS supported the revision of 23 courses at LIPA. They focused on improved implementation of adult learning methodologies and the development of standardized course outlines and other training materials.
- The LIPA Trainee Satisfaction Survey was conducted and completed during the final quarter of FY 2013. The purpose of this survey was to provide baseline data on the satisfaction of LIPA trainees and their supervisors. This first phase will also serve as a pilot test of the instruments and methodology in order to inform the final design of client satisfaction data collection and reporting in the overall LIPA M&E Plan.
- In view of the strategic value of the LIPA Library system in support of training, research and consultancy services, USAID-GEMS supported the modernization of LIPA's library services from traditional print-based services to new services and delivery modes incorporating: electronic collections, such as e-books, e-journals and databases; and virtual reference services.

Objective 3 - GOL Institutions Using ICT More Effectively

- The GOL is establishing a Chief ICT Officer (CICTO) Program to provide technical leadership to the MACs to improve the efficient and effective use of ICT. The Ministry of Post and Telecommunications (MOPT), with the assistance of USAID-GEMS, has decided to establish a CICTO Training Program. Advances made this year towards this goal include:
 - A Chief Information Officer Training Specialist STTA was recruited and fielded for a six-month period to support establishing a CICTO Training regime, training CICTOs, and facilitating CICTO certification. The consultant's recommendations on the design and delivery of the course were accepted by MOPT.
 - USAID-GEMS worked with the MOPT on the introduction of Information Technology Infrastructure Library (ITIL) as the chosen IT Services Management for program in GOL. USAID-GEMS fielded an internationally recruited ITIL consultant who presented to the Minister of MOPT the strategic benefits of GOL adopting ITIL; trained 62 MAC staff on the ITIL Foundational course, with 42 achieving internationally recognized certification; and outlined a roadmap for the first steps in the adoption of ITIL within the targeted MACs.
- The MOPT awarded certificates of completion to successful candidates who finished the USAID-GEMS funded Network and Systems Administration training course. USAID-GEMS committed to giving suitable candidates the opportunity to complete the professional certification exams in the Microsoft components of the course. The training provided the basis for sustain support for the IT equipment provided by USAID-GEMS as well the GOL.

Objective 4 - Management of National Resource Concessions

- An STTA Forest Economist prepared spreadsheet models to support personnel in the National Bureau of Concessions (NBC) in the analysis of the financial aspects of proposed and existing forestry concessions. The economist also prepared a model that can generate revenue projections for forestry concessions. Information contained in the report then was utilized by the Forestry Development Authority (FDA) to prepare materials supporting changes in the fees imposed on commercial forestry operations.

- Conducted a thorough analysis of rubber and oil palm contracts and prepared financial models based on that analysis.
- The USAID-GEMS STTA Cadastre Specialist developed a roadmap for the development of a National Concessions Cadastre. A workshop was held with all the GOL concessions stakeholders and the dialoguing resulted in an agreement for the National Concessions Cadastre to be coordinated at the NBC.

Objective 5 - Utilizing a National Payment System

mMoney

- USAID-GEMS conducted a cost-benefit analysis that estimated the annual cost to the GOL of making salary payments via check was close to US\$6 million, giving impetus to the effort to find a more efficient way of paying employees, leading to implementation of Mobile Money (mMoney) payments.
- USAID-GEMS completed three successful mMoney pilots during the year. The success in these pilots has shown the feasibility of eventually paying GOL employees through the mMoney system:
 - USAID-GEMS implemented a mMoney pilot project with another USAID project, Advancing Youth Program (AYP). AYP was able to pay monthly stipends to Ministry of Education (MOE) teachers, some of whom are assigned to very remote and hard to access counties of Liberia.
 - Liberia Youth Employment Program (LYEP) under the Ministry of Youth and Sports is sponsored by the Government of Liberia to provide jobs for youth. Initiated by USAID-GEMS, 807 workers received their stipend via mobile money in 5 counties, reducing the costs of effecting these payments from US\$33,000 to US\$14,800 a month, for the June and July payments.
 - The Presidential Back-To-School Clean-Up Initiative paid students a stipend for cleaning their schools during a week. Because of difficulties with payments to the students in the 2011, the President requested that mobile money be used to pay students this year. Approximately 5,000 students received their money on time and with minimal problems.
- CSA has authorized a mMoney pilot project, starting with a small group of MOE teacher volunteers. This pilot is expected begin in November 2013.

Payments

- Testing of the interface between the Automated System for Customs Data (ASYCUDA) and the Tax Automation System (TAS) progressed well. For the testing period from March 21 through May 30, there were over 25,468 transactions posted, with revenues valued at \$28 million posted, and all completely reconciled for the first time.
- On June 1, 2013, the TAS-ASYCUDA interface went live at the Freeport of Monrovia. Between June 1 and August 31, there have been over 30,000 transactions with a value of \$31 million processed and reconciled.

- USAID-GEMS provided furniture and equipment for a decentralized revenue collection window at Roberts International Airport, which will be operated by a local bank to accept customs and tax payments and then these payments will be entered into the ASYCUDA/ TAS interfaced database. The bank has been wired, equipment delivered, and testing has been concluded.

Special Projects

Economic Advisory Support to MOF

- In support of the MOF's efforts to enhance macro-fiscal reporting and analysis, USAID-GEMS recruited a Senior Economic Advisor reporting to the Minister of Finance. In collaboration with the MOF Macro Fiscal Analysis Unit (MFAU), the very first issue of the Liberia Annual Economic Review covering the period July 2011 to June 2012 was prepared.
- In collaboration with other technical staff, a technical presentation for why Liberia should qualify for the MCC Compact was prepared. This was presented by the Minister of Finance at the Board of MCC Directors and Liberia was one of the five countries that were approved for the MCC Compact.

President's Young Professional Program (PYPP)

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

Open Budget Initiative Electronic Billboard

- USAID-GEMs supported the Ministry of Finance in the procurement, installation, development of content, presentation, and training of staff for an electronic billboard designed to enable the public to understand what GOL collects and how the funds are used. In January 2013, President Ellen Johnson Sirleaf inaugurated the Open Budget Initiative billboard, which supports the GOL's commitment to financial transparency. The event received worldwide media coverage.

I. PROJECT OVERVIEW

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

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

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

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

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

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

Objective 4: Management of natural resource concessions is more efficient, effective, and transparent through clarified roles and responsibilities of relevant GOL institutions, and the introduction of management and oversight tools utilizing automated ICT-based systems.

Objective 5: GOL supports and utilizes expanded electronic banking mechanisms with accurate and timely processing and reconciliation of GOL payments and receipts to and from vendors, businesses, civil servants and the public, utilizing mobile technologies where feasible.

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

STRATEGIC APPROACH

USAID-GEMS assistance began in 2012 with selected MACs that both have central management authority for GOL's processes and procedures and 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)	Civil & Public Sector Training
Governance Commission (GC)	Governance & Institutional Capacity Development
National Bureau of Concessions (NBC) & National Investment Commission (NIC)/Inter-Ministerial Concessions Commission	Concessions Management
Central Bank of Liberia (National), MOF Departments of Revenue (DOR) and Expenditure	Payment Systems
Ministry of Post & Telecommunications (MOPT)	Information & Communications Technology

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

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

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

During FY13, the second year of the project, USAID-GEMS expanded its support to six additional GOL counterparts, called “Wave II,” which included:

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

Including these MACs, the USAID-GEMS project now works within 16 GOL institutions to provide capacity building performance improvement support.

Three critical approaches are fundamental to USAID-GEMS project:

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

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

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

USAID-GEMS proposes interventions which respond to the assessment findings and form the core of an implementation MOU. The MOU is entered into between the counterpart institutions and USAID-GEMS project. This MOU includes a clear roadmap designed to improve performance in order to reach the stated GOL and project objectives. The MOUs provide guidelines that clarify the roles and responsibilities among partners, which are essential components for effective implementation.

Both initial training workshops and regular, structured on-the-job training are fundamental to the USAID-GEMS capacity building approach. 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 change management and measurement workshops geared toward Senior Management at each MAC, USAID-GEMS advisors assist its counterparts in understanding the requirements for effective change and continuous performance improvement. The project provides support to develop change management teams within the MACs, as well as guidance on M&E tools and approaches for sustaining change initiatives.

II. PROGRAM ACHIEVEMENTS AND PERFORMANCE

ACHIEVEMENTS BY PROGRAM OBJECTIVES

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.

Financial Management (FM)

The GOL is in the midst of a multi-year project to implement IFMIS software in order to support compliance with the PFM law. The GOL's multi-year project is coordinated by the Public Financial Management Reform Coordination Unit (PFMRCU) in the MOF and is financed by a multi-donor trust fund. The objective of the project is that the system be installed and utilized in all GOL MACs for financial management and reporting.

The PFM Law and its regulations set standards for accounting reporting and cash & bank management and also clarifies the roles and responsibilities of the various stakeholders throughout the government. The primary objective of USAID-GEMS Financial Management team's work with the MACs is to help them become compliant with the PFM law.

To support the financial management initiatives of the GOL, the USAID-GEMS team collaborated with the PFMRCU to provide PFM orientation training to personnel at each counterpart MAC. The training was offered through the Liberian Institute of Public Administration (LIPA). The team also anticipates continuous support to the PFMRCU as they roll out other modules to the GOL MACs.

Six of the seven Wave I MACs are not yet connected to IFMIS and several were using manual accounting systems before USAID-GEMS provided assistance. The decision was made to put these MACs on an automated system, QuickBooks, as an interim solution until they are given the IFMIS system. USAID-GEMS provided the IT infrastructure and installed QuickBooks software at these MACs and provided formal QuickBooks training through LIPA. The QuickBooks software is set-up with the chart of accounts framework of the Government of Liberia (GOL).

Activities and Accomplishments

At the Governance Commission a detailed Financial Management Policies and Procedures Manual with process maps and updated forms was approved by management and is currently being implemented. A draft Financial Management Policies and Procedures Manual with process maps and updated forms have been provided to the PPCC as well and is currently under consideration by management. Given that the Financial Management Manual of the MOF has been finalized, it is anticipated that most MACs will have draft agency-specific policies and procedures manuals by the end of the next quarter.

The financial management policies and procedures manuals document PFM Law compliant procedures, which were developed for the utilization of QuickBooks or IFMIS. These policies and procedures include improved internal controls and forms to create an effective audit trail. When fully implemented, these procedures will:

- Improve the internal control environment;
- Accurately account for transactions using an FM software system;
- Improve documentation of transactions to create audit trails; and
- Increase transparency and accountability.

Continuous on-the-job training is provided to counterparts on using the accounting software and other tools provided by USAID-GEMS and in understanding set procedures and processes. Most Wave I MACs are now transitioning from the design phase to the implementation phase of the new accounting system. The MACs are now responsible for working with the USAID-GEMS team to finalize procedures and manuals, have them approved and implement new procedures using the tools. The FM Advisors will transition to a coaching and mentoring focus as counterparts become proficient in new tools and procedures.

Supporting IFMIS Implementation and the Use of Other Software Tools

Since none of the Wave I MACs had a financial management system in place at the time of the assessment, with the exception of the CSA, which had IFMIS, the FM team made significant progress in the implementation of QuickBooks at six MACs. To facilitate this process, a two-day formal training for QuickBooks users was provided by a professional QuickBooks trainer and extensive on-the-job training was provided by USAID-GEMS FM Advisors. The advisors also developed an easy to understand Step-By-Step QuickBooks manual and a QuickBooks user guide specifically tailored for GOL users. Six of the seven Wave I MACs are now using QuickBooks, allowing them to perform accounting and reporting procedures in compliance with the PFM Regulations and the International Public Sector Accounting Standards (IPSAS).

While QuickBooks or IFMIS is the core FM software at USAID-GEMS supported MACs, numerous spreadsheets are still required to prepare reports in the correct format, complete reconciliations, etc. USAID-GEMS FM Advisors developed a number of spreadsheets to support financial management reporting and trained counterparts in their use. Spreadsheets were created to prepare MTEF budgets; prepare the Statement of Receipts and Payments Report; prepare the Budget Execution Report; and complete bank reconciliations.

Although the QuickBooks accounting software was not installed until the second half of FY13, the MACs made tremendous progress in entering data into the system. Both the GC and LIPA were able to enter data in the system to assist in producing their annual financial reports for the fiscal year ended June 30, 2013. All the MACs are either currently posting or will shortly be able to post all transactions in QuickBooks for the GOL's FY13/14 budget on a real-time basis, providing a major improvement in the internal control environment.

MTEF Budget Formulation and Execution

The MOF Department of the Budget provided a Microsoft Access template for the MACs to submit their budget information, but the MACs still need tremendous amount of training in the development of a full MTEF budget. To assist in meeting the requirement of the PFM Law and Regulations, the USAID-GEMS team developed Excel spreadsheets to aid in developing MTEF budget. In order to ensure that the capacity is developed within the GOL to create an MTEF budget, the FM Advisors work with the Department of the Budget and the PFMRCU at the MOF to increase the capacity of finance staff and especially the leadership of MACs in preparing and understanding the usefulness and importance of

MTEF budgets. MTEF budgeting requires more engagement by the MAC leadership in preparing the budgets that are linked to strategic planning.

In terms of budget execution or limiting expenditures to amounts budgeted and reporting budget vs. actual data accurately, significant progress was made over the year. USAID-GEMS advisors worked with counterparts to develop tools and procedures to limit expenditures to amounts budgeted. QuickBooks software allows for budgets to be inputted and expenditures tracked on a real time basis. New procedures ensure information is available and expenditures are checked and approved by the Finance Department before commitments are made. The full implementation of the PFM Law-compliant procedures developed coupled with the use of QuickBooks will assist MACs from inadvertently overspending their budget lines.

Procedures were also developed to input donor project budgets and track donor expenses in QuickBooks. This allows donor funds to be tracked and reported to the MOF and supports the GOL's objective of managing donor funding to support Liberia's long term development strategy. This also improves the ability of individual MACs to understand their entire financial picture because their total budget, which includes GOL funding, donor funding and revenue-funded activities, can be viewed in its entirety.

To highlight a few additional areas, the FM team:

- Worked with the Comptroller and Accounting Clerk at LIPA on the processes relative to producing timely bank reconciliation as mandated by the PFM regulations.
- Initiated the reconciliation of LIPA bank accounts, which were 15 months past due. LIPA brought their bank reconciliations up-to-date and continues utilizing the tool for their monthly bank reconciliation.
- The bank reconciliation template was also submitted to the CSA, which was encountering a situation as LIPA. CSA used this template to resolve their past due bank reconciliation issue, and is continuing to use this template to remain current with their bank reconciliation.
- Analyzed the current cash management processes and differentiated Imprest (Operational) fund from the petty cash fund. Also, separated the record keeping and custody of both funds as it relates to the PFM Regulations.
- Imprest Fund ledgers were developed to properly account for Imprest (Operational) funds.
- Petty cash and Imprest fund management and control: draft process maps have been developed and provided to the MACs partners for additional comments
- Other accounting tools, sub-ledger and reconciliation forms and spreadsheets have been developed and provided to other MACs, including the PPCC and the GC.
- Also, in keeping with prudent financial management, the USAID-GEMS provided six fireproof safes to partners MACs for adequate safeguarding of the financial assets of the MACs.

Audits and Internal Controls

Internal controls at USAID-GEMS partner MACs are being strengthened through the development of new procedures with the following controls incorporated: segregation of duties assigned to staff; enforcing segregation of duties by limiting access to functions in QuickBooks; and requiring multiple persons to participate in processing a transaction in QuickBooks.

The USAID-GEMS FM manual details the PFM law compliant procedures and forms that should be used for transactions and creates audit trails of documents with proper authorizations and approvals, account numbers, and budget codes. The forms are designed to facilitate the proper reviews and approvals before a transaction is processed. It is anticipated that by the end of the next quarter, most of the USAID-GEMS MACs will have agency specific draft policies and procedures with necessary controls.

During the year, USAID-GEMS provided support to the Internal Audit Secretariat (IAS) by contracting a STTA consultant to develop appropriate internal audit framework documents for the implementation of the GOL's Internal Audit Strategy. The STTA consultant developed and completed the following documents for the IAS use in implementing the GOL's Internal Audit Strategy:

- Procedures for the Set-up and the Effective Functioning of the GOL Internal Audit Departments;
- Code of Conduct and Ethics;
- Internal Audit Manual; and
- Operational Procedural Manual

M&E for Financial Management

Over the course of the year, the project's FM Advisors collaborated with the M&E Advisors and our GOL counterparts in two key areas: developing systems and tools to measure the changes brought about by the FM Advisors and their GOL counterparts and developing systems and tools to measure the financial management performance of our partner MACs. Four key indicators have been developed to measure the progress of the USAID-GEMS FM interventions: (1) PFM law compliant procedures and training; (2) Use of FM IT Systems; (3) Underscoring that MACs should be auditable; and (4) that MACs have expenditure commitment controls in place.

Processes and tools have also been developed to measure MACs performance in financial management. These processes and tools will allow MACs to identify areas where they are performing well and also point to opportunities for improvement. A Monthly FM Performance Report has been developed to measure, track and report progress in achieving the milestones and deliverables from the USAID-GEMS intervention but also the performance of the financial management team in general. This report will be submitted to the Change Management Committee that coordinated the USAID-GEMS intervention at each MAC and to the MAC management. FM Advisors have begun working with counterparts to implement these tools.

Organizational Structure, Job Descriptions and Training

As the use of new tools is implemented and internal controls are strengthened by improved segregation of duties, job descriptions and organizational structures must be updated. Draft job descriptions and organizational structure for the finance departments, which were developed in collaboration with GOL partners and use CSA standard formats were provided to the PPCC and the GC. Draft job descriptions were also provided to LIPA. The NIC Controller has drafted job descriptions for the Finance

Department staff. These job descriptions have been reviewed by USAID-GEMS FM team and will be updated to incorporate changes brought about with the use of QuickBooks.

Human Resources

The USAID-GEMS' HR Advisory team focused on the CSA during most of FY13 to develop priority HR processes and procedures that would be rolled out to MACS. The team, in collaboration with the CSA, was successful in designing, developing, finalizing, and launching three key initiatives to the GOL. The following policy documents were launched in the second quarter:

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

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

With respect to the PMS, prior to its launch, the USAID-GEMS Senior HR Advisor supported the CSA in presenting the documents for approval by the Cabinet. The HR Policy Manual and PMS were both well-received and unanimously endorsed by the Cabinet.

After the successful launch of these key initiatives, the HR Advisory team took the opportunity to re-engage with all Wave I institutions, HR leaders, and staff to review the solutions package and to discuss the design and implementation of the stated activities in the package in their respective MACs. As a follow up to the launch, the HR team continued to keep part of its focus on the CSA and successfully assisted the CSA in designing and developing the following draft documents for review and finalization:

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

Continuing its work with the Ministry of Health & Social Welfare (MOHSW) on the Ministry's Pay Survey, the USAID-GEMS HR Advisory team delivered the final reports and provided a successful presentation to the greater Program Coordination Team (PCT) of the Ministry. The presentation and accompanying detailed report included, among other items, the following key topical areas, all duly discussed and accepted: Pay Survey Objectives; Survey Scope; Survey Approach (Methodology); Issues & Risks; Key Findings; Recommendations; and Solutions Roadmap.

Activities and Accomplishments

Continued support to the MOHSW:

- Developed, delivered, and presented the 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 process documentation and maps of the survey process and the payroll process between MOHSW and two key partners in this process, the CSA and the MOF. This methodology was shared with USAID to understand and better support efforts of the CSA's key initiative to conduct a GOL-wide pay verification exercise.

Ongoing support to the CSA:

- Completed the final deliverables in support of the CSA's proposed pension scheme to move from a non-contributory scheme to a contributory scheme for all civil servants, including provided a detailed analysis incorporating international best practices, producing the following key deliverables:
 1. Pension Scheme Reform: 12-month implementation work plan & roadmap
 2. Governance Manual (Best Practices Implementation and Administration) – Public Service Pension (PSP) System
- Completed and delivered the final copy of the CSA's Performance Management System (PMS) Framework and Methods Handbook and related Toolkit (12 tools/forms/instructions in all).
- Completed and delivered the final copy of a comprehensive CSA HR Policy Manual and related Toolkit (16 tools/forms/instructions in all). This policy is to be adopted by all civil service institutions of the GOL.
- Completed and delivered the final revised copy of the Standing Orders of the Civil Service and related forms, which was signed by the Liberian President, and subsequently launched and distributed to MACs across GOL along with the other 2 initiatives listed above.
- Completed a draft training plan for the Performance Management System (PMS) which was launched by CSA. This plan speaks to the significance of conducting training for three (3) target groups (HR Staff, Managers/Supervisors, Employees) for the successful implementation of the PMS. It describes the training methodology, course descriptions and administration, and includes the training module curriculum for three (3) sessions.
- Completed a first draft of the Selection and Recruitment Process Manual with associated toolkit. This document was validated by seventeen HR professionals from the CSA, LIPA, GSA, EPA, MOHSW, MPW, MOJ, MOF, and other key contributors through an interactive work session. This deliverable forms the basis upon which a key intervention in the Human Resources Management (HRM) solutions packages for all MACs is established. It has been turned over to the senior management of the CSA for review and comments and subsequent launch.

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

Ongoing support to LIPA:

The HR Advisory team worked closely with the LIPA Advisory team to develop and successfully deliver a 3-day work-session, LIPA Re-Branding Change Management Workshop, aimed at the following:

Workshop Objectives:

1. Gain understanding of rebranding LIPA and why it is important;
2. Understand how to develop LIPA's rebranding elements;

3. Enhance their understanding of integrated change management in implementing LIPA's rebranding initiative:
 - Change Management Overview,
 - Change Management Roles, and
 - Structure and Role of LIPA's Change Management Committee (CMC).

Outputs related to the workshop were developed and delivered to LIPA's management team members. In keeping with guidelines established by the CSA and GC, a CMC will ensure momentum and sustainability of planned institutional reforms and performance improvement initiatives within LIPA and will also assist in monitoring the implementation of agreed activities.

HR Functional Assessments & Validation

The USAID-GEMS HR Advisory team completed in-depth assessments of the human resources management functions at FDA, EPA, MOPT, MOA, MYS, MOHSW and MOE (USAID-GEMS Wave II institutions). The assessments considered the structure of the organization and staffing of the HR office. It also reviewed existing policies, processes and practices to see if they were in line with HR best practices and to identify performance gaps in the areas of HR strategy and planning, recruitment and selection, professional development, staff performance management, time and attendance and employee relations.

HR Performance Monitoring Tools

Working in collaboration with the USAID-GEMS M&E team, the General Audit Commission's Human Resources documentation list was substantially revised into a data collection tool suitable for collecting detailed quantitative information on the status of HR documentation. This tool was pilot-tested by USAID-GEMS M&E staff through a review of CSA HR records, demonstrating an important commitment by that organization as a leader in HR standards setting. Detailed baseline data collection on the status of HR record-keeping will continue through the first quarter of the next fiscal year with periodic review and updates in order to inform both USAID-GEMS and MAC performance monitoring systems.

Procurement

USAID-GEMS aims to support the Public Procurement and Concessions Commission (PPCC) in its role as the GOL's procurement regulator - responsible for ensuring the economic and efficient use of public funds in public procurement. In addition, the project works with identified MACs to enhance their compliance with the PPCA.

Among other activities, USAID-GEMS will provide support to the PPCC to:

- Deepen the procurement regulatory systems, procedures and processes.
- Re-write procurement manual and develop subsidiary guides for sector-specific procurements.
- Deliver Annual Public Forums.
- Develop a procurement compliance monitoring template, standard contract template for goods, works and services, as well as review schedules.
- Analyze common challenges of practitioners in collaboration with the Compliance and Monitoring Division, develop solutions, and provide instructional /interpretation circulars to entities.

- Develop guidelines and procedures for various types of procurements.
- Develop a contractors' database which will include past performance of suppliers, contractors and consultants.
- Identify and assess procurement skills requirements and training needs at decentralized level, in conjunction with CSA and LIPA.
- Deliver procurement and concessions training programs for Executive, Judiciary and Legislative appointed and elected officials.
- Work with PPCC and LIPA in developing training modules for procurement training programs for GOL various levels of procurement practitioners and user departments.
- Facilitate the development of a sanctions regime for PPCC so as to support the enforcement of compliance in the MACs.

Activities and Accomplishments

During the third quarter, the Procurement Team followed up on the earlier assessments of the Wave I MACs, validated the findings and began engaging the following in capacity building: LIPA, NIC, PPCC, GC, CSA and NBC. By the end of the fiscal year assessments were validated/completed in the Wave II MACS of EPA, FDA, MOPT and MOE. There has been initial engagement with MOHSW, MOYS, MOA and MLME. The Procurement Team worked with all these MACS to finalize their procurement plans for PPCC approval and began reviewing their data management (i.e. record keeping and filing) systems.

Filing cabinets and folders have been provided to LIPA, NIC, PPCC, GC, CSA, GSA, EPA, FDA, MOPT and MOE. On the job training has commenced in these entities to enable them sort out and file procurement contracts with supporting documents for the FY2013 for easy retrieval and auditing.

Development of Procurement Manuals

Through the services of a STTA consultant, the following draft procurement manuals/guides were prepared:

1. General Public Procurement Manual
2. Framework and Master Contracting
3. Construction and Civil Works Contracting
4. Health Facilities & Cold Chain Supply Management
5. Educational Materials and Supplies
6. Consulting and Professional Services
7. Non-Technical Professional Services
8. Procurement & Licensing of ICT Products and Services

These manuals/guides are to be used in building procurement management capacity of GOL procurement practitioners and stakeholders. The PPCC is awaiting the finalization of the Procurement Regulations to harmonize the provisions of both documents before approving the use of the manuals/guides for training.

Career Path Development

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

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

Training

Procurement Planning: Each May the PPCC holds procurement plan review sessions with all government entities. These sessions had not been eliciting quality procurement plans and the result has been that these plans are often set aside by the entities once they have received PPCC approval. USAID-GEMS Procurement team dialogued with The World Bank office to collaborate to support the PPCC in holding a procurement awareness workshop. The collaboration resulted in a procurement workshop for Assistant Ministers (Administration), Internal Auditors, Procurement and Finance Officers of all GOL entities. This benefited about 200 officers who attended in two groups. Participants were taught the basic principles of public procurement - ensuring efficient, transparent, accountable and value for money procurement - and the need for procurement planning and monitoring. The USAID-GEMS Procurement Team and PPCC staff served as resource persons.

The USAID-GEMS Procurement Team further partnered with the PPCC in conducting the annual procurement plan review and approval process for all entities, through hands-on procurement planning clinics. Additional value was added to this year's exercise by ensuring that:

- the plans captured all procurement related items in the budget;
- items were properly described;
- the procurement methods chosen were meaningful and applicable; and
- to the extent possible, "draw-down" contracting procedures are used for small value items required in undeterminable quantities across the financial year.

Procurement Auditing: During the procurement awareness workshop, Internal Auditors who attended requested more training in procurement auditing. The USAID-GEMS Procurement Team approached the Internal Audit Secretariat (IAS) which then brought its members together for a Procurement Auditing workshop. This benefitted internal audit staff of the IAS and some of the MACs under the project's mandate. The workshop covered procurement principles, the core provisions of the PPCA, procurement auditing methodology, key risk areas, and the structure and content of the audit report. Seventy three (73) participants attended, even though the workshop was held on a Saturday.

Private Sector Capacity Building: The USAID-GEMS Procurement Team supported the PPCC and the World Bank in conducting workshops for the private sector to enable them better respond to bid invitations. Areas covered in-depth were procurement of goods, works and selection of consultants. The workshop also offered the private sector the opportunity to exchange views with the PPCC about the application of the Law.

Procurement Committees: To strengthen procurement oversight within the entities, the USAID-GEMS Procurement team conducted a workshop for Procurement Committee members of our 16 MACs. Also in attendance were PPCC training/compliance officers and the LIPA Director General and his training staff. Participants were taken through the basic principles and procedures of public procurement and the roles and responsibilities of the Procurement Committees.

Data Management: Almost all the USAID-GEMS institutional assessment reports noted inadequate procurement record management. As a first step to address this, the project conducted a one-day workshop on procurement data management and filing. This was attended by procurement directors, secretaries and filing clerks from 13 of our MACs. The USAID-GEMS Asset Management team supported the training with a presentation on asset management requirements.

Building LIPA Procurement Training Capacity: In all the training sessions, the USAID-GEMS Procurement team involved LIPA with the aim of building its capacity to take over the targeted training and roll it out to the GOL entities and the private sector. Training materials have been passed on to LIPA for future training.

Work With the PPCC as a Regulator

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

During Q4 of FY13, the Procurement and M&E teams, working closely with the PPCC, finalized a standardized list of procurement documentation to be utilized as a performance monitoring tool and job aid. Pilot testing on the tool began in mid-September and will continue through October 2014. The results of this review will be used to establish detailed baselines on procurement documentation practices in USAID-GEMS partner MACs including identifying the highest-priority gaps for documentation training and support. Periodic reviews of new procurements will be conducted throughout the next year in order to document improvements in procurement practices.

Procurement Client Perception Survey: To obtain a baseline on public perception of the procurement law, its implementation and the oversight role of the PPCC, the Procurement Client Perception Survey was launched in the third quarter. The report provided insight into the perception of end-users, procurement officers and vendors (service providers) on the implementation of the PPCA. The report has been forwarded to the PPCC for study and it is expected that the information gathered from the survey will be used at the PPCC's planned Annual Forum with stakeholders and also enable the PPCC address identified concerns.

Notable findings of the report are:

- **Procurement Quality of Service:** Overwhelmingly, respondents observed that public procurement improved over the past 12 months prior to the survey and that the government is working to continue with improvements to the system.
- **Fairness:** Most respondents - 82% agree (Agree 59% + Strongly Agree 23%) that the public procurement system gives a fair opportunity to all vendors interested in doing business with public procuring entities.
- **Reliability:** Approximately 61% of all respondents find the procurement system reliable enough to deliver the best value for money to the procuring entity if consistently followed.

- **Transparency:** While the majority (55%) of respondents agrees (43.5% agree + 11.6% strongly agrees) that the procurement system is transparent, a third (33.3%) preferred to remain neutral and approximately 12% disagree.
- **Efficient:** Only 41% of all respondents believe the public procurement system is efficient. Twenty-seven percent disagree outright while 29% chose to remain neutral.
- **Corruption Free:** Around one in five respondents (22%) see the procurement system as corruption free. Nearly half 49% disagree and 29% remain neutral.
- **Working to Improve:** Over 88% agree or strongly agree that the Liberian government is working to improve its procurement system.

Procurement Database Development: In the coming fiscal year, a short-term consultant will assist the PPCC to develop a procurement database to be hosted on the PPCC website. This database will post information on service providers, provide a list of common use items with their technical specifications, and an indicative (average) price index of these common use items. It is envisaged that procurement practitioners will access the database and be guided in procurement planning and competitive bidding. The consultant will also obtain historical procurement contract prices (FY13) from the GEMS-USAID MACs and compare these to the average price index obtained. The resulting database is to be updated annually.

Assets Management

Working in close partnership with the GSA and other key GOL assets stakeholders, the USAID-GEMS Asset Management (AM) team has focused its work on three main areas during the past year: the development and implementation of a new GOL Vehicle Fleet policy designed to reduce government ownership of vehicles; improved tracking and maintenance of the government's vehicle fleet and equipment; and the registration of GOL assets. Support to these areas has included the hosting of workshops and meetings of key stakeholders, the training of dozens of GOL staff including mechanics and fleet managers, development and testing of tools including fleet maintenance forms and asset registration spreadsheets, and the provision of IT assets including computers and software. Key results in improved management of GOL assets include:

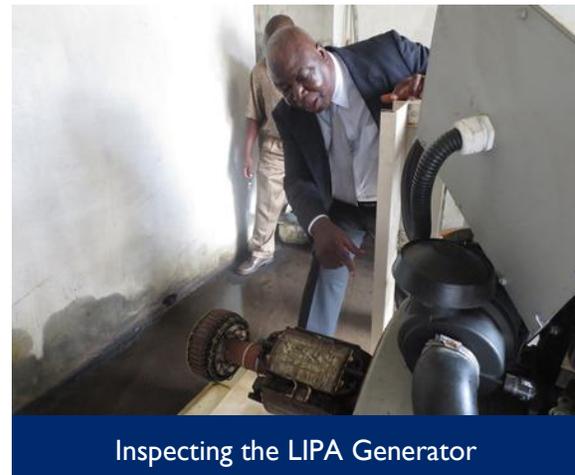
- Creation, population and maintenance of a universal fleet registry covering more than 2,700 cars, trucks, and motorcycles;
- Development and approval of the New Vehicle Policy (NVP) by Cabinet;
- Initial piloting of the NVP resulting in the sale of more than a dozen government owned vehicles in pilot MACs;
- Development and approval of new GOL maintenance guidelines for vehicles, motorcycles and generators;
- Provision of more than 300 training days of classroom and on the job training including drivers, mechanics and fleet managers in eight USAID-GEMS partner MACs supporting correct vehicle and generator maintenance and tracking. This resulted in an overall improvement of more than 15% in vehicle preventative maintenance knowledge and 24% in generator preventive maintenance knowledge in pre- and post-tests;
- Increased use of vehicle and assets tracking and maintenance forms and systems in Wave I and Wave II MACs; and

- Initial population of newly-developed asset registers.

Activities in the next fiscal year will work to refine and broaden the implementation of the new fleet policy. In addition, USAID-GEMS will strengthen its engagement with the GSA’s compliance officers who will be empowered to take over the assets management capacity building and monitoring role in GOL institutions that is currently being filled by USAID-GEMS AM staff. As training and capacity development activities continue, monitoring and evaluation of AM interventions will shift from activities and outputs to focus on the details of improved performance in targeted AM functions including vehicles and generators maintained to GSA standards, resulting cost savings in fleet expenditures, improved compliance monitoring by GSA staff, and the population of asset registers.

Activities and Accomplishments

A comprehensive Assets Management training and capacity building program has been developed and implemented focusing on the day-to-day providers of essential asset maintenance and registration functions: drivers, mechanics, and their managers. The AM team has also been carefully and diplomatically working with MAC senior management to raise their awareness of the importance of asset management and the benefits that can be derived from it. This awareness raising starts at the outset of AM interventions with a MAC-wide workshop including senior managers and front-line staff that outlines the intended scope and results of USAID-GEMS AM interventions. This is designed to be a top-down and bottom up approach targeting both institutional and individual capacity development.



Inspecting the LIPA Generator

A total of 12 AM training modules have been developed in support of the USAID-GEMS AM capacity building strategy:

General Asset Registration and Data Collection

1. Module 1: Defining and Classifying Assets.
2. Module 2: How to collect and record assets data
3. Module 3: How to develop & manage asset registries.
4. Module 4: How to code assets.
5. Module 5: How to create reports from asset registries.
6. Module 6: Preventative Maintenance and contracts

Fleet Management

1. Module 1: Vehicle Preventive Maintenance
2. Module 2: Vehicle Management Record Keeping Tools
3. Module 3: Generator Preventive Maintenance
4. Module 4: Generator Management Record Keeping Tools

5. Module 5: Motorcycle Preventive Maintenance/Safety
6. Module 6: Motorcycle Management Record Keeping Tools.

Use of AM Maintenance and Tracking Systems and Tools

The USAID-GEMS AM team has developed a number of tools and forms that help both guide the correct implementation of GOL-approved assets maintenance and tracking policies and procedures, as well as, ensure that data is available on the performance of GOL staff at all levels of the assets management system. The correct application and use of these tools is supported through classroom and on the job training, in which USAID-GEMS technical specialists conduct regular monitoring of tool completion and application. Uptake of key components of this system is progressing well, with five partner MACs (PPCC, CSA, LIPA, NIC and EPA) successfully implementing vehicle driver logs tracking daily usage of GOL vehicles by MAC staff. In addition, another five MACs have successfully implemented new generator maintenance logs reflecting improved maintenance of these essential GOL assets (CSA, LIPA, NIC, GC and EPA). LIPA noted a more than 30% savings in generator fuel & maintenance with the adoption of the maintenance and tracking forms.

The highest achieving MAC in AM for FY 2013 has been the NIC where additional AM performance has been achieved with application of revised fuel consumption tracking and completion of monthly AM summary forms, which allow for reporting on actual AM services and costs in the institution. The USAID-GEMS team will continue to support improved performance in AM in both Wave I and Wave II MACs in the coming year.

Training Pre- and Post-Tests

In order to assess the effectiveness of each training, the USAID-GEMS AM and M&E teams designed a series of pre- and post-knowledge tests to measure actual transfer of learning on key topics in the Vehicle and Generator Maintenance Introductory Workshops. As illustrated by the results below in Figures 1 and 2, substantial learning has taken place during these workshops with an overall percentage improvement of 15.4% (61.1% to 76.5%) in Vehicle Preventive Maintenance (five workshops including NIC, GC, LIPA, EPA and CSA) and 24% (56.8% to 80.8%) in Generator Preventive Maintenance (four workshops including NIC, LIPA, EPA and CSA). The USAID-GEMS AM team has seen first-hand the demonstrated effectiveness of its approach in the improved readiness of training participants to benefit from follow-on on the job trainings designed to improve their performance in maintenance and documentation of government assets.

Pre- and Post-Training Knowledge Questionnaire Analysis

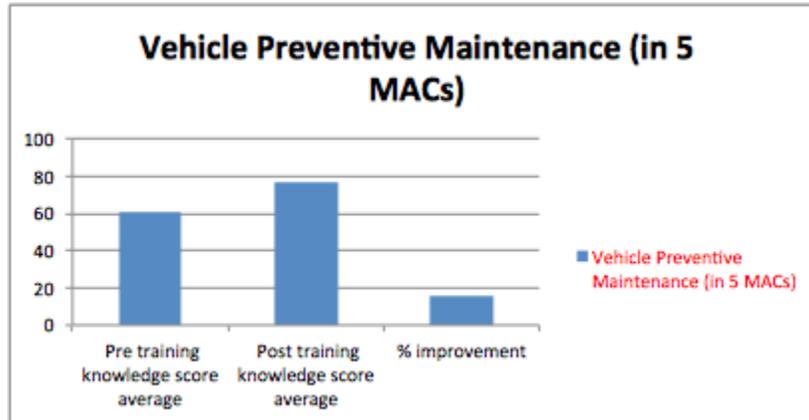


Figure 1: Comparison of vehicle maintenance knowledge pre and post-training.

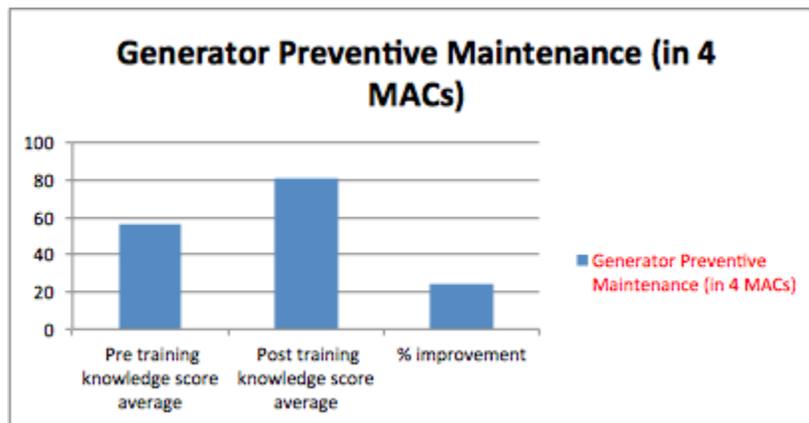


Figure 2: Comparison of generator preventative maintenance pre and post-training.

Monitoring and Evaluation

Back Office Performance Monitoring Systems

Supporting the overall objective of improving MAC capacity for evidence-based decision-making, the M&E team worked closely with USAID-GEMS technical staff and MAC counterparts to develop and implement a standardized performance monitoring and reporting model to be utilized across the 15 MACs that will receive USAID-GEMS support in targeted back office management areas. To date, a total of eleven MACs have participated in USAID-GEMS workshops in back office performance monitoring: LIPA, PPCC, NBC, NIC, EPA, FDA, MYS, GC, GSA, CSA and MOPT. Additional work by USAID-GEMS technical staff and the M&E team will continue in FY14 to bring performance monitoring systems on-line and produce high-quality, useful data for USAID-GEMS and MAC management and decision-making regarding project targeted performance improvements.

The USAID-GEMS performance-monitoring model encourages partner MAC managers and Change Management Committees (CMCs) to develop concrete measurable goals and objectives with targets for timing and level of achievement in each function and then to report on progress in meeting these targets through the institutions change management structures. USAID-GEMS M&E team works with unit

managers to improve data collection and reporting and with CMCs and senior managers to encourage sharing of key results throughout the institution and with other stakeholders. In addition, USAID-GEMS supports continual evaluation of progress in performance improvements and corresponding deliverables in order to identify and address potential barriers to change.

The “Change Measurement” system, as it is known at USAID-GEMS, includes templates with suggested goals and objectives for each back office functional area with corresponding summary reporting forms. The forms and tools are designed as self-assessments to be shared with the managers’ supervisors, the institution’s CMC and other project stakeholders. The reporting template focuses on three areas of results: deliverables and other inputs from the GEMS team including trainings, computers, manuals and other products; use of GEMS tools, manuals and other products by the MAC; and a section of key performance indicators in each management function that result from the use of the tools.

The GEMS M&E team has worked with relevant advisors for use of the tools and has conducted three workshops, one in Financial Management Performance Monitoring in Q3 and two in Q4 building M&E capacity and introducing the forms in Wave 1 and 2 MACs. After the workshops, unit managers are supported by USAID-GEMS technical staff in the relevant management function and M&E to finalize their goals and objectives, complete reports and conduct other performance monitoring activities.

Performance Monitoring Manual

The USAID-GEMS M&E team developed a draft performance monitoring manual for use by GOL MAC staff. This manual is intended to serve as a step-by-step guide to the identification of performance gaps, the development of corresponding performance goals and objectives, the selection of appropriate performance indicators, the design of data collection tools and reports, the implementation of data collection and reporting systems and the resulting use of data for decision making. The manual is tailored to the performance monitoring needs of functional management units and the overall administration divisions within MACs and included a series of tools that can be utilized to facilitate all steps of the process.

The draft manual was shared with M&E points of contact and staff in five Wave 1 MACs and several meetings were held to solicit detailed feedback on its content, structure and overall usability. Based on this feedback and further revisions to the project’s change management model, the manual will be updated and disseminated to a larger audience at the end of FY 2014 when sufficient testing of the projects M&E tools and procedures has been completed.

Monitoring and Evaluation Institutional Assessments

The Monitoring and Evaluation team completed three assessments of monitoring and evaluation capacity and functions at the MOPT, FDA, and EPA in the fourth quarter. Further assessments were conducted in MOE, MOA, MYS and MOHSW respectively, bringing the year total to seven. In each of these assessments, which were utilized for planning of USAID-GEMS performance monitoring solutions packages and interventions, the M&E team confirmed the lack of sufficient management functional area or “back” office” performance monitoring data and reporting.

Core M&E functions

CSA

The M&E team, in collaboration with HR Advisor, finalized an employee documentation file review form into a data collection tool. The tool was pilot-tested by the USAID-GEMS M&E team through the

reviews of CSA's HR records, these show significant corporation by the institution as a front-runner in HR standards setting. Comprehensive baseline data collection on the status of HR employee documentation file will continue through the first quarter of the next fiscal year with periodic review and updates in order to inform both USAID-GEMS and MAC performance monitoring systems.

PPCC

The M&E and Procurement teams initiated work and made great progress with the PPCC compliance unit on the development of standardized procurement plan monitoring and compliance audit procedures and metrics. The M&E and Procurement teams in August conducted a workshop with the PPCC Compliance unit in order to build common understanding of procurement monitoring needs and capacity and to develop a workplan for USAID-GEMS and PPCC collaboration in this area. The first product of this collaboration is a standardized procurement documentation review tool. Pilot testing of this tool began in September and will continue for the first month of the new fiscal year. The GEMS team will continue to assist in the development of required tools, analysis guidelines and reporting templates that will make up the complete procurement M&E system. These tools and templates will be utilized by procurement staff in MACs to monitor their own performance, for standardized reporting to the PPCC and by the PPCC during their procurement audits of MACs.

LIPA

The M&E and Training teams collaborated successfully with LIPA and the CSA to implement the LIPA Client Satisfaction Survey. The survey, which is intended to make up the core of LIPA's own M&E systems once they have been completed, is focused on three groups of LIPA trainees that completed their course within the 12 months prior to June 1, 2013. Further detail on the survey is contained in this report under Objective 2.

GSA New Vehicle Policy

The M&E team continued to support monitoring of the GSA's New Vehicle Policy pilot test. The team reviewed the tracking systems being employed by the GSA staff responsible for implementation of this new policy and made recommendations for the inclusion of additional fields to allow for more precise analysis. The team analyzed the data and produced a sample report for the Director General of the GSA of vehicle sales and revenue figures for the past quarter. USAID-GEMS work with the GSA in M&E of this policy was put on hold during the change in leadership at the GSA and will resume in partnership with the STTA that has been brought in to support the GSA in this area.

NBC

The USAID-GEMS M&E team provided technical assistance and advice to the NBC M&E team throughout the year. This included guidance on the development of indicators, feedback on required monitoring systems and forms and support in the conduct of field visits. USAID-GEMS' work in this area was hampered by a variety of factors including a lack of financial resources at the NBC, difficulties resulting from delays in the move to the NBC's new location and finally by a substantial reshuffle in the NBC's management, including the M&E Division. In the fourth quarter, the USAID-GEMS M&E team reviewed five reporting templates developed by the NBC to serve as a standardized minimum reporting tool in each concessions area by concessionaires. The M&E team will continue to support the NBC as it works to further develop its M&E capacity and systems.

Information Technology

The Information Technology (IT) Advisory area within Objective I provides the guidance and support on the technologies and systems required to support performance improvement activities at the MACs targeted by USAID-GEMS. It seeks to achieve this by:

- 1) providing support to the other USAID-GEMS functional areas within Objective I - including Financial Management, Human Resources, Procurement, Asset Management, and M&E - in their plans to use information technologies to achieve performance improvements;
- 2) developing the capacity of the IT units within the MACs to deliver effective services to their institutions;
- 3) ensuring that the institutions have the foundational infrastructure necessary to host the IT services required to meet their mandates; and
- 4) helping the institutions to both understand GOL's plans to deploy IT to achieve its development objectives, and in turn to inform the ongoing development and implementation of these plans.

In addition to supporting the USAID-GEMS Objective I, the IT team provides guidance and support to the advisory teams working in the other Objective areas.

Activities and Accomplishments

A key focus of the IT unit is the USAID-GEMS assistance to the targeted Wave I institutions to improve their financial management efficiency. The unit participates by helping develop a safe and secure IT platform that enables:

- 1) Desktop solutions (word-processing, spreadsheets, etc.) and related standard office productivity tools at the workstation;
- 2) Sound financial management and accounting of Public Finance, HR, Assets, Procurement and related governance instruments;
- 3) Effective electronically mediated collaboration, including email and document creation and sharing, between staff, clients and interested and effected parties (IAPs), while ensuring the retention of institutional memory.

The installation and configuration of all infrastructure components of the USAID-GEMS Information Technology solutions packages were completed at all Wave I MACs, thus providing the institutions a foundation for a safe and secure platform for financial management. Milestones were also reached in the development of the capacity of the IT staff to understand and support the platform, and service the institutional needs. In particular, during the period:

- 1) IT Solution packages for PPCC, CSA and GSA were specified, procured and deployed. Items in the solution packages, grouped by beneficiary MAC, included:

PPCC & GSA

- Provided professional training for IT staff (PPCC: 1, GSA: 2) in Systems and Network Administration;
- Installed an IT network to support core Office of Financial Management (OFM) staff, with extra capacity to extend functionality to other functional areas;

- Installed well-structured Local Area Network (LAN) cabling to support core OFM staff, with capacity to expand to other functional areas;
- Provided and configured OFM file and application server to safely administer and host OFM applications;
- Provided workstations for core OFM functional areas (PPCC: 6 workstations, GSA: 7 workstations);
- Created a safe and secure zone for OFM activities on the ICT network;
- Enabled shared IT services, including file and document sharing and network printing;
- Provided and installed antivirus software (licensed for 3 years) on all OFM workstations;
- Provided and installed a Unified Threat Management device to help protect the institutions from cyber-threats and to allow management of scarce internet bandwidth; and
- Provided power supply backup services to the core OFM network to ensure business continuity during short power outages.

CSA

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

NBC (note: this deployment was delayed as the new office buildings were under renovation):

- Installed an IT network to support core OFM staff, with extra capacity to extend functionality to other functional areas;
- Installed well-structured Local Area Network (LAN) cabling and networking devices to support all functional areas of the institution;
- Provided and installed wireless network access points for selected areas;
- Provided and configured OFM file and application server to safely administer and host OFM applications;
- Provided 4 additional workstations for core OFM functional areas;
- Created a safe and secure zone for OFM activities on the ICT network;
- Enabled shared IT services, including file and document sharing and network printing;
- Provided and installed antivirus software (licensed for 3 years) on all OFM workstations;
- Provided and installed a Unified Threat Management device to help protect the NBC from cyber-threats and to allow management of scarce internet bandwidth; and
- Provided power supply backup services to the core OFM network to ensure business continuity during short power outages.

2) The table below summarizes the implementation across all Wave I MACs:

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

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

3) QuickBooks is installed on all the specified ICT platforms, being: LIPA, GC, NIC, NBC, GSA and PPCC.

4) All installations were coordinated with the GOL IFMIS team, ensuring harmonization of respective efforts to bringing MACs online with IFMIS services according to the GOL timetable.

5) On-going support and on-the-job training (OJT) is being provided to all seven Wave I MACs on a continuous basis to ensure that the recently installed ICT platforms are stable and operating effectively, with MAC IT staff suitably empowered to sustain the solutions.



6) 16 IT staff from 7 MACs, drawn from each of the Wave I institutions (except for NBC, whose candidate was delayed on a visit to the USA) as well as MOPT, completed a 100-hour professional training course in Systems and Network Administration provided by Starz College.

a) The curriculum included 3 modules:

- i) Microsoft Systems Administration on Small Business Server:
 - (1) Microsoft Exam 70-169:TS:Windows Small Business Server 2011 Standard;
 - (2) Microsoft Exam 70-624:Windows Server 2008 Network Infrastructure; and
 - (3) Microsoft Exam 70-640:Windows Server 2008 Network Active Directory.
 - ii) Cisco Certified Network Associate.
 - iii) Cyberoam Certified Network and Security Professional.
- b) A ceremony was hosted by the Minister of Posts and Telecommunications, at which successful candidates were awarded with certificates of completion. A commitment was given by USAID-GEMS to provide 12 suitable candidates the opportunity to complete the professional certification exams in the Microsoft components of the course.
- c) It is noted that MOPT staff attended the professional training course in Systems and Network Administration in their capacity as members of the IT team responsible for the overarching GOL ICT, and not in the capacity of their institution being a part of Wave I.
- 7) GOL's intention is to use Information Technology Infrastructure Library (ITIL) Services Management as the framework for its IT Services Management.
- a) In the first initiative to expose staff from the MACs to the framework an international STTA was recruited to conduct ITIL Foundational Training.
 - i) 62 staff from across Wave I and Wave II institutions participated in the ITIL Foundational training, conducted at LIPA:
 - ii) Candidates that were able to pass a mock exam at the end of the training were put forward for certification exams, resulting in 42 certificates being awarded; and
 - iii) Advanced Training of Trainers (TOT) training was conducted for 12 of the candidates who performed best in the certification exams, laying the foundation for GOL to conduct its own ITIL training in the future.
 - b) USAID-GEMS will be assisting with the deployment of ITIL practices into the MACs:
 - i) A strategy has been developed for the implementation of IT Help Desks in the MACs, beginning in the coming period, as the first steps towards effective service management;
 - ii) The USAID-GEMS IT team will provide ongoing encouragement, support and OJT on ITIL; and
 - iii) A Facebook group has been setup for all participants in the training to encourage peer-to-peer learning around ITIL.
- 8) Wave I MACs are provided with continuous and ongoing on-site OJT and support to ensure the ongoing good health of their new systems

MACs	Students
CSA	5
EPA	3
FDA	4
GC	3
GSA	4
LIPA	5
MOLME	3
MOA	3
MOE	4
MOF	4
MOHSW	4
MOPT & guest	7
MOYS	3
NBC	3
NIC	4
PPCC	3

The IT Advisory also provides services beyond the scope of the standard solution packages for MACs:

- 1) As part of the MOHSW Pay Survey, the IT Advisory team developed a database for MOHSW of all results, providing the institution with the ability to easily call up information on each staff member, including photographs, and to analyze the data.
- 2) Specifications for the extended LAN requirements at the PPCC, NBC and NIC were developed and provided.
- 3) USAID-GEMS continues to provide advanced technical infrastructure support services to the MOF for the USAID-GEMS provided electronic billboard. The USAID-GEMS IT unit assesses the MOF's request for assistance, and has been able to assist the MOF to rectify issues, typically without needing to replace any parts. This provides valuable OJT capacity development opportunity for MOF technical staff.
- 4) IT functional assessments were completed and recommendations developed for all of the Wave II institutions, excluding MLME.
- 5) Given that the ICT infrastructure is now largely in place at Wave I MACs, a Management Information Systems Specialist was recruited to the USAID-GEMS IT team, tasked with ensuring that the back office application needs of client MACs are fulfilled.
- 6) The USAID-GEMS smartphone platform was provided to GC for the data collection of the National Governance survey. The USAID-GEMS IT unit assisted with the configuration of the devices, the development of the survey instruments, and the training of the managers and the assessors in the use of the devices and the survey tools. Further assistance was also provided in the gathering and interpretation of the collected data.
- 7) A specification of requirements to meet the IT needs of the operational functions of LIPA was developed. Bids have been invited, and an ADS-548 will now be developed for approval by USAID.
- 8) USAID-GEMS continues to provide advisory support to MOF in the build-out of networking infrastructure to interlink MACs.
- 9) The IT Advisory team conducted a series of workshops with LIPA:
 - a) to inform the development of an e-Learning strategy
 - b) to determine the business requirements for an improved organizational web-site
- 10) USAID-GEMS convened a "round-table" meeting with key individuals in the GOL ICT sector to provide opportunities for all parties to discuss their projects, plans and challenges, and to look for opportunities for co-operation and alignment. This roundtable discussion is part of the USAID-GEMS approach to encourage Communities of Practice amongst IT professionals.

OBJECTIVE 2: INSTITUTIONAL CAPACITY OF LIPA ENHANCED

In view of the significant emphasis that the GOL has placed on civil service capacity building, USAID GEMS has collaborated actively with LIPA to enhance its service delivery capacity in four of its core functions, namely: Training, Research, Consultancy and Library Information Services. Working in partnership with LIPA staff and stakeholders, the USAID-GEMS Training Team has a substantial record of accomplishment for FY13 in this objective. Key results include:

- The provision of five STTAs in support of service delivery quality improvements at LIPA. Three STTAs built training course development and delivery capacity; one initiated the strategic planning process for institutional sustainability; and one substantially developed improved library services both on-site and through on-line resources.
- A total of 23 courses were revised at LIPA with assistance from USAID-GEMS. Revisions focused on improved implementation of adult learning methodologies and the development of standardized course outlines and other training materials.
- 150 course brochures and training calendars and 600 information sheets or flyers for the 2013 Training Cycle were developed and printed in order to improve LIPA marketing.
- Training management tools and materials have been developed including: training design and session planning templates; a Training Evaluation Manual and associated tools; and a Competency-Based Qualifications Framework.
- A new course in Accounting intended to produce certified public accounts was launched with three USAID-GEMS internationally qualified accounting trainers. Accounting course enrollment has increased substantially, most likely due to the improved quality of instruction and the resulting potential for graduates to achieve an international accounting certification.
- USAID-GEMS funded a substantial improvement to the physical and infrastructure quality of LIPA training facilities including face-lifts to hallways, training rooms and bathrooms. These improvements will enhance the ability of LIPA to deliver quality training services to her clients.
- USAID-GEMS and LIPA M&E teams implemented a large-scale Training Satisfaction survey with a representative sample of nearly 200 LIPA trainees. The results of this survey, which were positive, will be utilized to identify areas of needed quality improvement and to provide baseline for LIPA's future M&E initiatives.
- Substantial support was provided to LIPA's Change Management Committee in the form of workshops, hands-on capacity building and mentoring and draft change management tools and process guides. LIPA's CMC conducted multiple meetings over the year and produced a series of core documents to guide the change management process including a detailed workplan and CMC terms of reference.

Enhancing LIPA's Capacity for Strategic Planning and Management

USAID-GEMS commenced the first phase of its support towards development of a strategic plan for LIPA, with the aim of strengthening the institution's program delivery capacity and service outcomes. A participatory approach was adopted towards the execution of this assignment; and this required the active involvement and participation of all staff and key stakeholders at all stages of the process. The involvement of all staff was intended to engender commitment to the planning process and ownership of the strategic plan, which are essential for the successful implementation of the plan once it is developed and approved.

Key deliverables of first phase activities included a comprehensive listing of strategic issues, and a report on how the process was conducted. It is expected that this task will be completed within the first quarter of FY 14, when a draft plan will be submitted to LIPA's senior management for review and approval.

Support towards Delivery of Accountancy Certification Program

In order to address a shortage of qualified accountants in the Liberian public and private sectors, USAID-GEMS contracted three internationally qualified accountants as instructors to initiate a pilot program in accountancy certification training. The capacity building program includes provision of the foundation-level Accounting Technician Scheme, West Africa (ATSWA), which is administered under the auspices of the Association of Accountancy Bodies of West Africa, and the full Certified Public Accountants (CPA) certification program, which is actually the certification program of the Institute of Chartered Accountants, Ghana (ICAG) administered in Liberia under a memorandum of understanding between the two sister institutes.

USAID-GEMS supported Accountancy Instructors are also teaching in the LICPA's new Syllabi Integration Program (SIP) whose goals are to improve the quality of accounting education in the country and increase the pool of qualified accountants. These will be accomplished by integrating the syllabi of the two credentialing programs of the LICPA into the accounting curricula of tertiary institutions. Among other institutions, the SIP is being piloted at Stella Maris Polytechnic and Adventist University of West Africa. USAID-GEMS support in this area is already yielding positive results, as follows:

Increased Enrollment: The arrival of Accountancy Instructors has been accompanied by an increase in enrollment into the ATSWA and CPA programs, mostly from public sector entities (Ministry of Finance, General Auditing Commission, Central Bank of Liberia, etc.). This is an indication of increased confidence in the programs and the high demand for accountancy certification. Enrollment for the ATSWA increased almost two-fold and for the CPA certification more than four-folds, as shown below:

Chart I: Surge in Enrollment for ATSWA

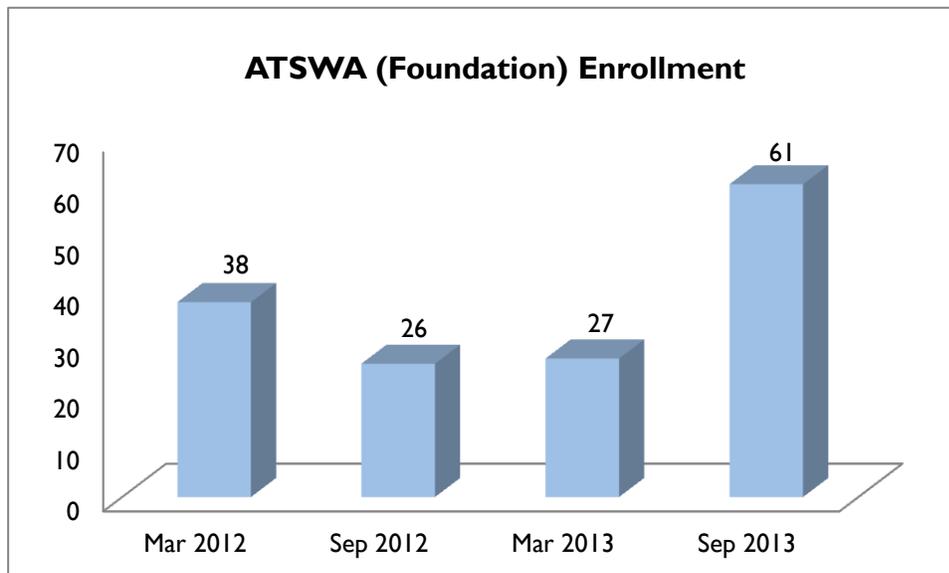
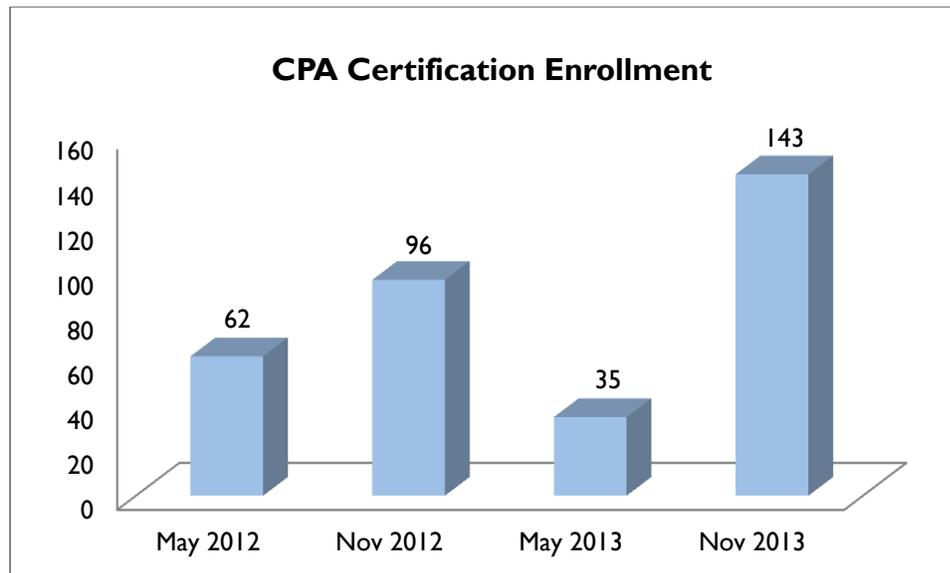


Chart 2: Surge in Enrollment for CPA Certification



It should be noted that these enrollment numbers do not include the population of students enrolled in the SIP at Stella Maris Polytechnic and Adventist University. Stella Maris Polytechnic alone, for example, has over 200 students enrolled into the ATSWA Level I.

Revised Curriculum for Improved Accounting Education: At each of the universities where the SIP is being piloted, the accounting curriculum has been revised to integrate the two credentialing programs of the LICPA. This will ensure an elevation in the quality of accounting education, and accelerate the increase in the number of qualified accountants in Liberia.

Enhancing LIPA's Capacity to Manage its Training Programs

The USAID-GEMS training advisory team continues to devote a large portion of its support towards improving Training Management, one of LIPA key result areas. Prior to USAID-GEMS interventions, this core function was severely challenged by several issues mostly related to course planning, course design and delivery. Few of the courses were designed completely with detailed lesson plans and most of the short-term courses had no course outline and training materials. For long-term courses, some used outdated and poorly designed modules that needed revision and expansion. Some had good materials but needed updating and conformity to new LIPA standards. LIPA also lacked a set of institutional standards, guides and tools for training design, delivery and evaluation.

Accordingly, the USAID-GEMS team has proposed standards, manuals and tools in these areas and has provided hands-on guidance to assure adherence and commitment to training quality standards. Although much has been achieved, these standards, guides and tools are still evolving and will need sustained quality control by LIPA and USAID-GEMS Objective 2 advisory team. Key achievements in this area include:

- Review and/or development of training course outlines & modules for 23 courses (eleven short-term, competency-based courses and twelve long-term courses).

- Development and printing of 150 course brochures and training calendars and 600 information sheets or flyers for 2013 Training Cycle. This was the first time that LIPA has produced such documents for marketing its courses to GOL MACs and private sector institutions.
- Development of various manuals and tools to enhance training management, such as training design and session planning templates; Training Evaluation Manual and associated tools; and a Competency-Based Qualifications Framework.

Enhancing Capacity in Research & Consultancy Management

Enhancing LIPA's capacity in the areas of research and consultancy management is critical for institutional sustainability. When USAID-GEMS commenced its engagement with LIPA, it became clear that a key challenge is the absence of a business culture and mindset – including a business development function – to steer LIPA towards institutional sustainability. However, the process of building this capacity has to be supported by three complimentary initiatives: 1) A strategic or sustainability plan for the institution; 2) A business plan to serve as a means for establishing a more diversified financial resource base; and 3) an institutional re-branding and marketing of LIPA products and services. In FY13, USAID-GEMS supported the first stage of the development of LIPA's strategic plan with a STTA consultant. Additional support will be provided to assist LIPA in finalizing its strategic and business plans and in implementing these plans in the areas of research and consultancy service delivery in the coming fiscal year. These efforts will be complimented by the provision of competency-based training to LIPA faculty in research methods and management of consultancy projects.

Enhancing Capacity in Library Systems Management

The Act of the National Legislature creating LIPA mandates the institution “to develop a library suitable for the needs of the research program and for use by public officers.” Prior to USAID-GEMS interventions, the LIPA Library operated in a traditional, old-fashioned way with insufficient use of more modern library service delivery models and resources.

In view of the strategic value of the LIPA Library system in support of training, research and consultancy services, USAID-GEMS supported the transformation of LIPA library services from traditional print-based services to new services and delivery modes incorporating: electronic collections, such as e-books, e-journals and databases; virtual reference services, and other online services. With support from USAID-GEMS, LIPA launched a web-based e-library system that contains links to hundreds of different on-line resources including reference and training materials. By the end of USAID-GEMS e-library interventions in FY14, the LIPA Library Management System will serve as a model for Liberia, providing new and innovative services that are essential to establishing LIPA as Liberia's flagship capacity-building institution.

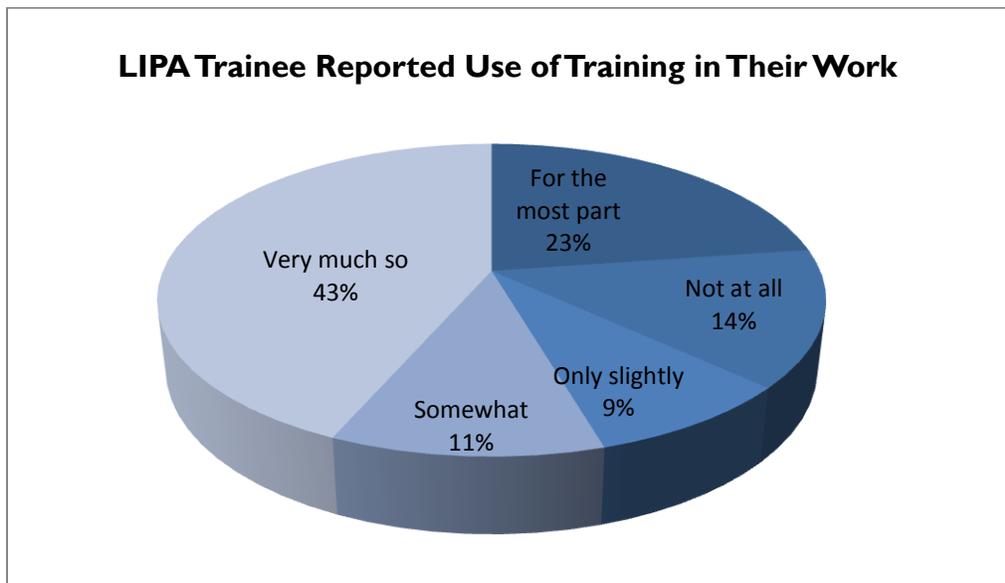
Enhancing Client Feedback through Perception Survey

Prior to USAID-GEMS engagement with LIPA, no representative baseline existed against which to measure LIPA's customer satisfaction. Utilizing USAID-GEMS in-house expertise in partnership with LIPA, a customer perception survey was conducted to establish a baseline for client (trainee and supervisor) satisfaction.

The LIPA Trainee Satisfaction Survey was conducted and completed during the final quarter of FY13. The purpose of this survey was to provide baseline data on the satisfaction of LIPA trainees and their supervisors. This first phase will also serve as a pilot test of the instruments and methodology in order to inform the final design of client satisfaction data collection and reporting in the overall LIPA M&E Plan.

Over four weeks of data collection, a total of 198 trainees from a random sample of three groups – GOL, self, and private company sponsored trainees - and 29 of their supervisors were interviewed. The survey solicited their opinions on how well the training met their expectations, whether they learned useful information, how they've been able to use the training in their work, if the training impacted their work performance and whether they would recommend LIPA training to colleagues.

The findings of the survey were quite positive with 80% of trainees reporting that the training met their expectations “for the most part” or “very much so”, 89% reporting that they learned useful information “for the most part” or “very much so”, and 66% stating the same for use of training in their work. Ninety-seven percent of trainees stated that they would recommend LIPA training to colleagues, as did all but one of the interviewed supervisors. Respondents to the survey provided rich comments and recommendations for LIPA that can be mined in order to identify areas of priority improvement and new course.



A final report will be completed and shared with LIPA in the next quarter for use in program monitoring and evaluation and program planning purposes. USAID-GEMS will use the results of this survey and lessons learned regarding the methodologies to help strengthen LIPA’s M&E systems over the next year, including supporting similar data collection exercises to assess satisfaction with LIPA’s Consulting, Research and E-Library services.

Enhancing Capacity of the LIPA Faculty in Training Design & Delivery

The majority of LIPA trainers lacked basic skills in training design. As a result, the USAID-GEMS Training advisory team provided extensive support and one-on-one coaching and mentoring in the following areas: assistance in defining standards, reviewing content, revising and editing design materials, hands-on consulting to assure adherence to standards and timely completion of work.

USAID-GEMS has also used every opportunity to improve LIPA trainers’ delivery skills and training methodologies. USAID GEMS has delivered a series of on-the-job training (OJT) interventions to LIPA trainers throughout FY13 to assure their mastery of adult learning methodologies and techniques, as well as performance improvement approaches. “Adult learning” has now been embraced and institutionalized

by LIPA and USAID-GEMS will continue its support to help make LIPA the preferred provider of choice for civil service training in Liberia.

Support towards LIPA's Face-lift

Based on an assessment conducted in the second quarter of FY13, USAID-GEMS funded a substantial refurbishment of LIPA's training facilities including: partitioning of rooms; repair and painting of walls and ceilings; removal of carpets and grinding/polishing the floor; repairs to broken windows; fitting of new window curtains; fitting of new lighting; renovation of bathrooms; and provision of desks, chairs, tables, and bookshelves. This refurbishment of LIPA's training rooms and other facilities is critical to help ensure that LIPA facilities are conducive to its adult audience, and that they provide a safe, clean and professional physical environment. In addition, the room partitions increased the number of appropriately equipped training venues that are required to support the institution's new expanded course schedule.



OBJECTIVE 3: GOL INSTITUTIONS USING ICT MORE EFFECTIVELY

Liberia's Priorities in the ICT Sector

The Government of Liberia (GOL) has placed the strategic utilization of information and communication technologies (ICT) at the center of its development agenda. GOL has undertaken an ambitious program towards fast-track modernization in the ICT sector. In support of this effort, USAID Governance and Economic Management Support (GEMS) advisors have engaged with the Ministry of Post and Telecommunications (MOPT), the Liberian Telecommunications Authority (LTA), and Liberia Telecommunications Corporation (Libtelco), as part of ongoing efforts to implement the ICT Policy.

As the policy arm of the Government, the Ministry of Posts and Telecommunications (MOPT) is currently setting the stage for implementing the National ICT Policy whose goal is to integrate Telecommunications and ICT services into Liberia's overall developmental objectives, priorities, and programs. In this regard, the Policy seeks to establish, among others, a Chief ICT Officer (CIO) Regime, Universal Access Program, National Backbone Infrastructure, enabling telecom regulatory environment, and an e-Government platform to support e-Services, e-Health, e-Learning, e-Procurement.

Activities and Accomplishments

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

- Identifying suitable CIO's and training them into their roles;
- Development of basic enterprise architecture for GOL;
- Designing solutions for key cross-ministerial ICT services, such as e-security, e-mail, website development and maintenance;
- Standardization and development of key procurement and acquisition processes for ICT-related services and products; and
- Structuring internet and connectivity solutions for MACs.

At the beginning of the fiscal year, USAID-GEMS and MOPT jointly conducted a variety of scoping and assessment exercises and workshops to better understand GOL's ICT priorities and develop an implementation roadmap to bring policies to life. This has culminated in a draft set of short-term objectives, to be supported by USAID-GEMS and help lay stronger foundations for GOL's ICT ambitions. These were:

- To complete the training course for the planned Chief ICT Officers;
- The design and development of a Government/National Enterprise Architecture;
- A reorganization of the design of the ICT competency within GOL;
- The development of a strategy for GOL software license acquisition and management; and
- The development of an ICT User Policies document

Chief ICT Officer (CIO) program

Please note: "Chief ICT Officers" is the new name for what was previously referred to as "Chief Information Officers." The GOL changed the name because of possible confusion with the Information Officers from the Public Relations and Communications units of the MACs. They will still be referred to as CIOs.

Background on Chief ICT Officer (CIO) Program

The purpose of establishing a CIO Program is to provide technical leadership to GOL MACs to improve the efficient and effective use of ICT and to further the development and achievement of Poverty Reduction Strategy 2 and Vision-2030, among others. The GOL envisions that the role of the CIO will lead the national unit to implement e-Government, among other things. The National Telecommunication and ICT Policy stipulates that the ICT Governance Board shall commission a central implementing body called the "Chief ICT Office," which for practical purposes will be administered through a Program Management Office (PMO) housed at the Ministry of Posts & Telecommunications.

In an effort to strengthen the work of the ICT governance Board as well as the CIO Unit, the ICT Policy also calls for the establishment of a CIO Council. The CIO Unit at the MOPT will coordinate the activities of the CIO Council, which will be composed of CIOs that will be embedded within Ministries, Agencies and Commissions (MACs) of the GOL. The main function of CIOs at the level of the MACs will be to provide technical and operational ICT leadership to the MACs as well as to support the ICT Governance Board in providing strategic ICT leadership for the GOL.

The Need for a Training Program

The job of the CIOs at the level of the MACs is critical to GOL's desire to strategically acquire and utilize ICT more efficiently and effectively, which is at the center of GOL's development agenda. In view of the above, the need to ensure that CIOs, at the level of the MACs, have the requisite skills, knowledge and experience to provide the needed operational and technical leadership cannot be overemphasized.

In view of the above, the GOL through the MOPT, and with the assistance of the USAID-GEMS Program, realizing the critical importance of the technical, operational and leadership competencies needed for CIOs at the MACs, decided to establish a CIO Training Program. The main goal of the CIO Training Program is:

To equip CIOs with the requisite skills and knowledge needed to provide ICT leadership (both technical and operational) at the level of the MACs and thereby support the GOL in its effort to acquire and utilize ICT more effectively and efficiently.

Activities

USAID-GEMS activities towards establishing this program included:

- i) A Chief Information Officer Training Specialist STTA was recruited and fielded for a 6 month period to support the objectives of:
 - (1) Establishing a CICTO Training regime;
 - (2) Training CICTOs; and
 - (3) Facilitating CICTO certification.
- ii) The consultant's recommendations on the design and delivery of the course were accepted by MOPT, which then presented the findings to an extended stakeholder grouping which mandated the development of the coursework to proceed. Key aspects of the design and delivery include:
 - (1) The course will be housed at LIPA.
 - (2) LIPA, in conjunction with MOPT, will manage and drive the training program, with USAID-GEMS support for the first training circle.
- iii) Deliverables from the STTA's assignment included:
 - (1) Program Design documentation, covering:
 - (a) Goals and objectives of the program;
 - (b) Ownership and stakeholders' definition and engagement;
 - (c) Resource requirements for the program;
 - (d) Curriculum;
 - (e) Duration and frequency of the training; and
 - (f) Training delivery modalities and methodologies.
 - (2) Program Development documentation, including:
 - (a) Detailed course syllabi;
 - (b) Program case studies;

- (c) Program capstones;
 - (d) Course handouts;
 - (e) Research, evaluation and identification of reading resources; and
 - (f) PowerPoint presentations.
- iv) The program was piloted in a week-long training session from June 22 through June 25 for 2 hours a day. 22 participants from 13 different MACs attended the pilot training. Topics covered were:
- (1) The role of the CIO;
 - (2) Introduction to ICT Project Management;
 - (3) Introduction to ICT for Development (ICT4D) and e-Government; and
 - (4) Introduction to Information Technology Service Management (ITSM) based on Information Technology Infrastructure Library (ITIL) v3.
- v) Two workshops to work out modalities for the housing and subsequent integration of the CIO training program at the Liberia Institute of Public Administration (LIPA) were planned and held. The desired outcome of the workshops is a memorandum of Understanding (MOU) between the MOPT and LIPA vis-à-vis the implementation of the CICTO Training Program.
- vi) A complete set of coursework prescribed reading materials was procured.

Development of National Enterprise Architecture

The GOL is a single enterprise, comprised of many MACs. As the GOL moves towards its goal of delivering services via e-government, it will become increasingly important to organize GOL ICT holistically to reflect this single-enterprise vision. It is not desirable for each MAC to proceed with ICT initiatives independently of the rest of GOL. To ensure effective and efficient service delivery the needs and priorities of each MAC should be balanced against the government-wide needs and priorities, with care taken to efficiently allocate scarce resources, to reduce unnecessary redundancy and to ensure interoperability of systems

Developing and adopting a National Enterprise Architecture (NEA) is the preferred method to lay the foundations that will enable a single-enterprise view of government.

To help achieve this, USAID-GEMS has recruited a National Enterprise Architecture Expert STTA consultant to start the development.

Redesign of ICT competency within GOL

Apart from a few centralized GOL ICT programs, such as IFMIS, the deployment and organization of GOL ICT competencies and skills is reflective of individual MACs responding to their emergent needs. However, GOL has defined a strategic objective to initiate e-Government programs. These programs will require a whole-of-government response to service delivery, requiring interoperability of systems; improved collaboration within and across MACs; and sharing of resources. Noting that GOL is in the very early stages of introducing ICT into its institutions, and given the serious financial, capacity, policy and behavioral constraints, it is opportune to plan a reorganization of GOL ICT competencies and resources.

If a MAC wishes to undertake a new technology initiative, it is very dependent on external consultants and service providers to design, develop and implement solutions; there is little capacity within GOL to provide advanced or specialist technical skills. Where these capabilities do exist there is currently no effective “yellow pages” available to GOL to identify those capabilities within its ranks. The pool of suitably talented Liberian professionals available to GOL to contract in is also very limited, albeit growing. Often, with the support of development partners, specialist IT skills are sourced internationally and flow in to perform IT functions. The assignments often provide only limited opportunities for skills transfer or capacity development of local professionals.

These current arrangements are not suitable to support the whole-of-government, single service posture that is required for effective e-government delivery.

USAID-GEMS has recruited an ICT in Public Sector Organizational Design Expert, a STTA expert, to start the development.

GOL Software Asset Management

GOL’s software requirements, to the extent that they are met, are largely provided by:

- i) Individual MAC’s ad-hoc purchases.
- ii) Illegal copies of software.

Few MACs have records of software assets and their allocation.

Given that Liberia is party to international copyright and other conventions that prohibit the dissemination and use of pirated software, it is certain that at some stage the rightful owners of these intellectual properties will begin to exercise their rights and pressure GOL to legitimize its licensing arrangements.

Beyond the legal risks and ethical considerations of using unlicensed software there are benefits to procuring legal copies of software that could include:

- Access to the latest versions of the software, together with periodic fixes that correct any discovered shortcomings.
- Preferential support arrangements.
- Preferential pricing for future upgrades.
- Certainty that the software is legitimate and not harboring viruses or other threats.

Software licensing is a considerable investment by GOL, and it is likely to rise as it further automates its business processes, and as demand for the tools rise as staff learn how to use them to achieve their objectives. As with all other assets it is required of government that they get good value from their assets, and that they are well managed to reduce waste and abuse.

USAID-GEMS has committed to fielding an STTA to advise GOL.

Information Technology Infrastructure Library (ITIL)

USAID-GEMS has worked with MOPT in the introduction of ITIL as the chosen IT Services Management for programs in GOL.

The adoption of ITIL can bring benefits to GOL and its institutions:

- Improved Customer Service perception and satisfaction;
- Increased accessibility through a single point of contact, communication, and information;
- Better-quality and quicker turnaround of customer requests;
- Improved teamwork and communication;
- Standardize IT services across departments;
- ITIL works at any level, from startup systems to advanced;
- Better managed infrastructure and control;
- Improved usage of IT support resources and increased productivity of business personnel; and
- More meaningful management information to support decisions.

In consultation with MOPT, USAID-GEMS fielded an internationally recruited ITIL consultant that:

- Presented to the Minister of Posts & Telecommunications the strategic benefits of GOL adopting ITIL;
- Trained 62 MAC staff on the ITIL Foundational course, with 42 achieving internationally recognized certification; and
- Outlined a roadmap for the first steps in the adoption of ITIL within the targeted MACs.

USAID-GEMS continues to work with MOPT in developing the sustainability of ITIL in GOL. Assistance was provided to MOPT to approach the British Government, which owns the copyright to ITIL, for assistance with the ITIL deployment.

Other activities

- USAID-GEMS attended a “Girls in ICT Day” event hosted by Minister Norkeh at MOPT. The USAID-GEMS Gender Specialist STTA consultant spoke at the gathering.
- The Minister of Post and Telecommunications hosted a ceremony at the MOPT, at which successful candidates who attended the USAID-GEMS funded Network and Systems Administration training course were awarded certificates of completion. A commitment was given by USAID-GEMS to give suitable candidates the opportunity to complete the professional certification exams in the Microsoft components of the course, which can be done from within Liberia.
- The ICT Advisor has consulted with the WARCIP consultants advising GOL on the divestiture of the government share of the Cable Company of Liberia.

OBJECTIVE 4: MANAGEMENT OF NATURAL RESOURCE CONCESSIONS

The concessions advisory area is focused on support to the National Bureau of Concessions (NBC), an entity created in 2011 to assume the role of the former Bureau of Concessions in the Ministry of Finance. The NBC was formed to actively monitor the process of granting and managing concessions of all types in Liberia. Work under this objective also includes assistance to the National Investment Commission (NIC) in its role as chair of the Inter-Ministerial Concessions Committee (IMCC) and support of concession-granting entities such as the Ministry of Lands, Mines and Energy, the Ministry of Agriculture and the Forest Development Authority.

During FY13, three STTA consultants contributed to work under Objective 4. Those advisors were 1) a Concessions Cadastre Advisor; 2) a Forest Economist; and 3) an Agricultural Economist (Rubber and Oil Palm). In addition, a mining specialist, and a finance/economics specialist were hired by the USAID-GEMS project and assigned to the NBC on a full-time basis.

Concessions advisory work was made somewhat more difficult by unexpected events. The Director General of the NBC, Tarnue Mawolo, was ill for several months in 2013 and unfortunately died in August 2013. His absence during his illness and the uncertainty following his passing limited the work that could be accomplished with the NBC during that period.

Activities and Accomplishments

- Prepared an exhaustive “roadmap” for the development of a national concessions cadastre (NCC), outlining the reasons why the cadastre is needed and presenting a rational plan for its development.
- Conducted a thorough analysis of forest management contracts and timber sale contracts and prepared financial models based on that analysis.
- Drafted a comprehensive report on the economics of the commercial forestry sector; presented the report to a meeting of representatives from involved government ministries, agencies and commissions. Information contained in the report was then utilized by the Forest Development Authority to prepare materials supporting changes in the fees imposed on commercial forestry operations.
- Conducted a thorough analysis of rubber and oil palm contracts and prepared financial models based on that analysis.
- Conducted training sessions for NBC personnel for the financial models prepared for the various sectors.
- Made visits to four concessions - two logging concessions, one rubber concession and one oil palm concession, in company with NBC and associated concession-granting entity personnel (Forest Development Authority and Ministry of Agriculture, respectively). For most of the participants, these were their first visits to a concession. It was also the first time personnel from the Concession Granting Entities (CGEs) and the NBC had extensive interaction with each other about the management, monitoring and evaluation of concessions.

OBJECTIVE 5: UTILIZING A NATIONAL PAYMENT SYSTEM

Mobile Money (mMoney)

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.

Activities and Accomplishments

- USAID-GEMS mMoney team coordinated with the USAID Advancing Youth Project, a mobile service provider, and a commercial bank for the payment of stipends via mobile money. USAID AYP pays a monthly stipend of US\$50 to some Ministry of Education teachers to teach youth at

night school. The initial AYP disbursements commenced in November 2012 and concluded in June 2013 (due to summer recess for the teachers). The AYP stipend payment via mMoney was piloted in six counties to approximately 90 teachers. USAID-GEMS has been conducting initial benchmarking interviews (opinion research) with AYP teachers and merchants. A consumer survey found great dissatisfaction with commercial banks, notably that “system unavailability” was a frequent excuse by the banks to not disburse money to customers. AYP found that using mMoney to disburse the stipends was far more economical and transparent. In addition, because most of the processing is electronic, accountability was much higher with less bookkeeping and greater transparency. Two challenges were identified: the platform uses Liberian Dollars instead of USD (which should be resolved very soon), and there needs to be more education on the usage of mMoney for both merchants and participants.

- The National Teachers Association of Liberia has expressed interest for their staff to receive their salary via mobile money in 15 counties.
- USAID-GEMS facilitated cooperation between the Ministry of Finance, a mobile service provider and a commercial bank to design the concept and implementation plan for a pilot to collect revenue via mobile money. USAID-GEMS facilitated the creation of a Virtual Private Network (VPN) connection in order to provide secure data transfer, identified the network elements and defined the minimum data set required to successfully collect revenue and reconcile payments made with taxpayer identity. Work also began to specify the development of the intermediation software Application Program Interface (API) and a draft project plan for the rollout starting with the technical requirements and the testing plan. Work on the revenue collection pilot has been deferred at the request of the MOF due to the creation of the Liberia Revenue Authority.
- Coordinated and facilitated the stakeholder meeting for mMoney at the Central Bank of Liberia. The primary goal of the meeting was to acquaint the stakeholders with the role of mobile money for salary payments and revenue collection and to ensure that all of the stakeholders were aware of the pilot programs that had started. The key stakeholders represented the CBL, MOF, commercial banks, mobile network operators (MNOs), Liberia Telecommunications Company.
- The mMoney work plan for 2012-2014 and the National ATM Switch Report have been completed and presented to the Supervision and Payments divisions of the CBL for their review and approval. USAID GEMS has coordinated a series of meetings between Lonestar MTN (MNO), and an ATM Entrepreneur to discuss a pilot for non-bank independent ATMs.
- To further the development of mobile service coverage, USAID-GEMs is liaising with the Liberia Telecommunications Authority (LTA) to consider areas of high frequency of GOL employees and low mobile coverage for the Universal Access Fund (UAF) plan in 2013 and allow the funds to be utilized to subsidize the construction of new mobile towers. These would provide mobile coverage in areas without it, thereby enabling GOL employees in rural and remote areas to have access to mobile money services

- GEMS conducted a rigorous cost-benefit analysis that estimated that the actual annual cost of making salary payments via check was close to US\$6 million. While two-thirds of GOL employees receive salaries via direct deposit (EFT to accounts in the nine commercial banks), the remaining 22,000 incur substantial costs to GOL in the form of the transport of the cash, as well as in lost productivity as a result of being away from assigned posts to collect salary. Some teachers reported requiring as much as a week to travel to the nearest county seat in order to receive the check from the Ministry of Finance, then convert the check into cash. In addition to lost time, it was found that the travel costs also imposed great financial hardships on the GOL recipients.



Cleanup Initiative Participants

- Civil Service Agency (CSA) has formally agreed to authorize a mMoney pilot project, starting with a small group of MOE teacher volunteers whose names have been verified by USAID Liberia Teachers Training Program (LTTP) Education Management Information System (EMIS). This pilot will essentially follow the same expansion path as the AYP pilot, but requires some minor reprogramming of the Integrated Financial Management Information System (IFMIS).
- Liberia Youth Employment Program (LYEP) under the Ministry of Youth and Sports is sponsored by the Government of Liberia to provide community jobs for youth between the ages 18-35. Through the encouragement of USAID-GEMS, 807 workers received their stipend via mobile money in 5 counties. LYEP pays US\$33,000.00 to a commercial bank monthly to facilitate payment to workers in 8 counties in Liberia. Using mobile money to pay workers, LYEP reduced payment cost to US\$14,800.00 for the June and July payments.
- In 2011 the delayed payment of vacation job students resulted in rioting. This year, the program called Presidential Bank-To-School Clean Up Initiative used mobile money to pay students, at the President's request. The students received their money on time and there was no disturbance. USAID-GEMS has been conducting baseline survey with the students and making recommendations to Lonestar MTN for improvements in the payment process.

Central Bank of Liberia Payment Systems

USAID-GEMS is facilitating the work in payment systems primarily by: 1) Supporting the Department of Revenue with creating the link between ASYCUDA (customs collections software) and TAS (tax collection software) to enable reconciliation of receipts within 24 hours and allowing the GOL to recognize its revenues in a timely and accurate manner; 2) Supporting the CBL with project management for the upgrade of the infrastructure surrounding the payment system; and 3) Assisting the CBL with the roadmap for the automated off-site bank supervision system.

Activities and Accomplishments

ASYCUDA / TAS Interface

USAID-GEMS facilitated the implementation of an interface between the Tax Automation System (TAS) and the Automated System for Customs Data Administration (ASYCUDA) at the Ministry of Finance. This has enhanced revenue collection and helped resolve reconciliation problems that the Ministry of Finance (DoR) was facing. The MOF DoR operates three database systems:

1. TAS: The legacy system that process all revenue
2. ASYCUDA: system that manages the whole custom revenue collection process
3. Standard Integrated Government Tax Administration Automation System (SIGTAS): system that manages the whole Internal Revenue collection process

The system faced major challenges as MOF/DoR was not able to reconcile transactions posted in ASYCUDA; taxpayer's identification numbers were not in all systems; and data entry had to be done at least three times and then finally posted into IFMIS. These previous challenges have been alleviated as the interface provided by USAID-GEMS enables the MOF/DoR to reconcile transactions posted to ASYCUDA the same day.

During the interface testing from March 21 – May 30th, there were 25,468 transactions reconciled, that totaled to \$28M dollars. This represents approximately 28% of the revenue posted in the MOF data capture unit, and did not include all of the decentralized collection windows as they are not yet connected to the interface.

The interface is used to upload all revenue transactions from TAS into IFMIS. At the close of each day the IFMIS-TAS interface is used to prepare end-of-day export files and places them in a shared folder which is accessed by the IFMIS DBA to import all revenue payments transactions into IFMIS.

On June 1, 2013, the TAS-ASYCUDA interface went live at the Freeport of Monrovia. It is now being used by the CBL teller supervisor to post all ASYCUDA payments into TAS at the close of day. Between June 1 and August 31, there have been over 30,000 transactions with a value of \$31M processed effectively reconciled.

Decentralized Revenue Collection Windows

USAID-GEMS collaborated with the MOF/DOR to provide furniture and equipment for three decentralized revenue collection windows. Desks, chairs, air conditioners, computer, printers and stabilizers were provided. In July a revenue collection window was opened at the Temple of Justice and in September an additional window opened at the National Archives. These windows will only be used for fee collection, not customs, but the revenue will still be posted nightly to the MOF DoR consolidated account.

Work has concluded at RIA for the installation of a commercial bank to accept customs and tax payments and enter these payments into the ASYCUDA/ TAS interfaced database. The bank has been wired, furniture and equipment delivered; and testing has been concluded.

USAID GEMS has begun assessments of the revenue collection windows considered for opening additional locations. It is expected that LPRC will be the next window to be outfitted.

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

Taxpayer Service Center

USAID-GEMS supported the MOF/DOR to establish a Taxpayer Service Center on the ground floor of the Ministry of Finance. Desks, chairs, printers, a photocopier and computers were provided to the center to enable the MOF to be more responsive to the needs of taxpayers.

Payments System Reform

Within the context of wider payments system reform efforts in Liberia, the Central Bank of Liberia (CBL), through the Payments System Steering Committee, is working with USAID-GEMS to ensure that the Payments System Development Project being implemented by the West African Monetary Institute (WAMI) is managed. As such, USAID-GEMS is providing project management support to the CBL to assist the National Project Coordinator and advise on quality assurance and coordination of activities related to the implementation of each of the infrastructure and solutions components. The USAID-GEMS Advisor will assist the CBL by advising it on its interface with and between banks, and various solution providers. The aim is to ensure the timely and satisfactory completion of the project so that the modernization objectives are achieved in a more systematic and efficient manner.

Once the infrastructure project concludes in mid-December the CBL has requested further project management assistance with the Real Time Gross Settlement system payment project and to support the development of operational procedures, and suggestion of training on RTGS.

USAID-GEMS completed the roadmap for the automated off-site bank supervision software and submitted to the CBL for review. Once funded, the software will facilitate the submission, surveillance and analyses of the returns from the financial institutions, which are currently managed by the CBL through a largely manual process. This has presented both business and operational challenges to the effective functioning of the Regulation & Supervision Department. These challenges have resulted in labor intensive process, delays in processing, tracking of submissions, and generating timely management information, and sometimes, inaccurate reports by the Department. This situation poses a serious and potential risk to the effective regulation and supervision of the financial system

III. ACHIEVEMENTS IN CROSS-CUTTING THEMES AND SPECIAL PROJECTS

Economic Advisory Support to MOF

USAID-GEMS provides a Senior Economic Advisor to the Minister of Finance who also supports capacity building for the staff of the Macro-Fiscal Analysis Unit. In FY13, the Advisor has:

- Provided direct economic advisory support to the Finance Minister (e.g. On Fiscal policies, Briefs on regional, global and national economic outlook, highlights on the economy, concept notes on topical policy issues, etc.)
- Assisted in the preparation of *Why Liberia Qualifies for Millennium Challenge Corporation (MCC) Compact Development Phase? A technical presentation for Liberia's MCC Compact Application for consideration by the Board of MCC Directors. Liberia was eventually selected by the MCC Board for the MCC Compact Development.*
- Provided assistance to the MCC Compact Development Team working on the Constraints Analysis (CA) in all sectors of the Liberian economy including infrastructure, agriculture, credit access, banking, and land rights.
- Guided and assisted the MOF Macro Fiscal Analysis Unit (MFAU) in the preparation of the first issue of the *Annual Economic Review for 2012*.
- Did the final editing of the *Agenda for Transformation (AfT)* document before publication.
- Supported the MFAU technical team in the preparation of highlights on the performance of the economy of Liberia for *the US-Liberia Partnership Dialogue* which took place in May, 2013 in Washington.
- Supported other technical staff at the MOF in preparing the *Roadmap for High Impact Priority Projects for economic take-off*. These key projects were selected from the *Agenda for Transformation (AfT)* priority areas now taken as a blue print for public investment programs for the next two to three years.
- Prepared discussion papers for presentation at the following conferences where the Minister was invited to make key note address and as a panelist:
 - On *Investment Climate in Liberia at the West Investments Summit 2013* in Lome, Togo in June, 2013 (as a panelist)
 - On the need for innovations in the financing of agriculture in Africa at the 3rd Africa Banking and Finance Conference (ABFC) at Nairobi, Kenya, May, 2013 (key note address).
- Prepared PowerPoint presentations on and shared with relevant stakeholders, including USAID GEMS technical staff, MFAU technical staff and National Investment Commission (NIC):
 1. *The Liberian dollar depreciation and policy implications*
 2. *Dual currency regime: A challenge for the monetary policy in Liberia*
 3. *Can Tourism and ICT be sunrise primary growth sectors in the Liberian economy? The case for Tourism Sector.*
 4. *Investing in post-conflict economies: Why targeting the diaspora investors matters.*
- By mentoring and coaching the MOF MFAU Economists, one research proposal titled *The Doha Agricultural Trade Liberalization: What are the Implications for Sub-Saharan Africa?* was prepared and

presented at the African Economic Research Consortium (AERC) Workshop in June 2013. The research is currently a work-in-progress stage and is being funded by AERC.

M&E Support to the Governance Commission (GC)

Two USAID-GEMS staff members work in the Governance Commission and have been instrumental in building a Monitoring, Evaluation, Research and Publication mandate for the GC. Over the past year, they were instrumental in helping the Commission to deliver on the following out-puts:

- Developing a concept paper for Governance Assessment in Liberia;
- Developing an assessment model;
- Developing an assessment protocol; and
- Developing and pilot-testing assessment instruments.

These efforts have culminated in the Governance Commission, for the first time achieving the following:

- Conducted a governance assessment and is about to produce the first Annual Governance Report (AGR) which is a statutory requirement from the National Legislature for the Commission; and
- Developed a clear roadmap for the production of a GC Journal.

Governance Assessment and the Annual Governance Report:

In February 2013, a pilot assessment exercise was undertaken in five counties and forty communities across Liberia. The assessment was done in the health and education sectors of Liberia, utilizing the Governance Assessment Model developed by the GC.

The assessment sought to measure the impact of activities undertaken by the Ministry of Health and Social Welfare and the Ministry of Education on the population. It also sought to assess whether the Ministries were properly configured to deliver on the mandates assigned them by the Liberian National Legislature through legislation.

In each of five counties, eight communities were assessed. A total of 30 examiners drawn from both the ministries and the commission were provided with Smartphones, Internet and trained in their use for data gathering by of USAID-GEMS. The teams were deployed and the assessment was successfully completed in 12 days. Data collected from the assessment was analyzed by the GC and presented at two ministerial conferences. Data generated has been validated and now constitute the *Annual Governance Report on the Health and Education sectors for 2013*.

The GEMS team members at the GC are currently facilitating planning modalities for the second round of governance assessments. Round two will focus on three clusters: Service Delivery, Resource Management, Law & Order and Security. Tentative institutions being considered are as follows:

- Service Delivery: Ministry of Agriculture;
- Resource Management: Ministry of Finance, and Forestry Development Authority; and
- Law & Order and Security: Ministry of Justice.

Research and Publication Journal

The team has developed a concept note and a roadmap for the routine publication of a Journal which will be referred to as the Governance Monitor. This critical activity has better positioned the M&E Research and Publication Mandate Area to embark on the programmatic collection, organization, and dissemination of relevant information about the content and impact of adopted and/or on- going reform

measures and general practices of good governance across the Public, Private, and Civil Society sectors, along with the production of reports of studies and researches commissioned to identify ways and means of addressing practical constraints in the implementation of good governance, the consolidation of peace, ensuring security and promoting national identity.

The overarching intent for the Governance Journal is to spur the development and adoption of a research culture within the Liberian education system. This singular activity, we hold the view which, when successfully implemented, will deepen and enrich our understanding of post-conflict dynamics of our governance system and thereby usher in appropriate options for dealing with them. We will give first priority to those studies that focus on national socio-economic issues which directly impact on political governance.

President's Young Professional Program (PYPP)

The President's Young Professional Program was established in 2009 to support Liberia's effort to build a strong and responsive workforce, present leadership opportunity, training for Liberian youth and to increase the GOLs capacity for efficient service delivery. USAID-GEMS participation in the program aligns the President's theme of equity and youth empowerment to the projects objective for improved performance in financial management. This would be achieved by providing PYPs in the Department of Budget and MACs to support the MTEF budget and execution process.

In the first quarter of the fiscal year, the recruitment process, to select 14 candidates for the President's Young Professional Program, managed by John Snow International on behalf of USAID-GEMS, was



President Sirleaf addresses event for PYPP

completed. A total of 78 applications for the program were received.

A robust screening and selection process included group interviews, presentations, mock situations and written tests to assess communication, negotiations, creativity, problem solving, listening, among other skills. Each of the 14 PYPs selected has a Bachelor's Degree in Business Management, Economics or Accounting, with five (5) females and nine (9) males. All 14 PYPs were placed in the Department of Budget in the Ministry of Finance where they are being trained for one year in the processes necessary for the

development of the national budget in the Medium Term Expenditure Framework (MTEF) format. In the second year they will be posted to USAID-GEMS supported MACs as Budget Officers.

In a meeting with the MOF, it was determined that the PYPPs:

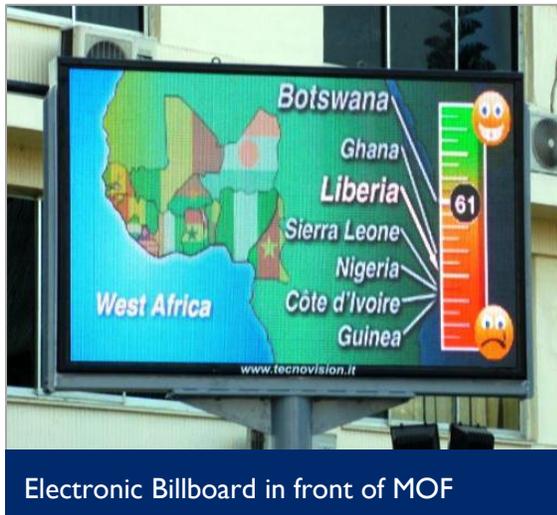
- Will be given definitive responsibilities in January 2014, for the new budget and assigned to MACs in July;
- Agreed that six new PYPs would go through intensive training over the next three months with the current PYPs; and
- The new PYPs would begin their work with budget formulation then rotate around sections.

A detailed annual report for the PYPP initiative can be found in Annex 4 of this report.

Open Budget Initiative Electronic Billboard Pilot Launch

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

USAID-GEMs had supported the Ministry of Finance in the procurement, installation, development of content, presentation, and training of staff for an electronic billboard designed to enable the public to understand what Government collects and how the funds are used. It is also intended to reflect the



Electronic Billboard in front of MOF

GOL's willingness to be transparent in its management of public funds. This electronic billboard was successfully integrated onto the Ministry of Finance computer network and commissioned on the forecourt of Ministry of Finance, facing onto Broad St. This provides a flexible new channel for MOF to communicate with an audience of citizens, who may be interested in understanding and tracking government's progress, but may be hampered by low levels of literacy and numeracy, and little access to newspapers or the Internet. The MOF's intention is to provide these citizens, in a manner that can be easily understood, with a view of Government's planned financial affairs including budgets, revenues, and expenditure, and then to track transparently the actual progress against those

targets. Additionally, the MOF is committed to helping citizens to better track Liberia's progress in social and economic development against its peer group.

This initiative was led within USAID-GEMs by the IT Advisor and supported by an STTA Senior Communications Advisor. The Deputy Minister for Budget managed the process and provided sign off on the presentation of all content, which was provided by the GOL. Activities included:

1. A quality 3 meter by 2 meter electronic billboard was procured and shipped to Liberia, where it was erected and successfully integrated onto the Ministry of Finance computer network and commissioned on the forecourt of Ministry of Finance, facing onto Broad St.
2. USAID-GEMs assisted with concluding the specification, design and development of the pilot content for the billboard.
3. "Open Budget" materials were developed and finalized for pre-launch, launch, and post-launch pilot phases. Launch materials were demonstrated live on the billboard in a presentation to Minister Konneh in early December 2012.
4. Pre-launch materials, announcing the impending launch of the Open Budget Initiative, were presented for continuous viewing on the billboard starting from before the Christmas period until the launch by President Sirleaf.
5. In understanding the "Open Government" ambitions of MOF, a desk study was undertaken of peer and related countries pathways towards more open government. This desk-study has been published in an accessible style on an on-line website in the hope that it will help government

and civil society actors to better understand the ambitions, challenges and rewards of moving towards greater transparency and openness.

6. USAID-GEMS has encouraged and facilitated MOF's engagement of civil society as partners in the pilot initiative; also encouraging MOF to engage with IREX to improve CSO activity.
7. A design for a dedicated "Open Budget" content development team, integrated with the MOF Communications department and IT Unit, was developed.
8. MOF systems technicians have been trained, and illustrated competence, in the maintenance and operation of the billboard.
9. USAID-GEMS has provided ongoing support to the MOF technical team to ensure the electronic billboard is functional and operating according to specification.

Support to the National Capacity Development Unit (NCDU)

USAID-GEMS public sector capacity development coordination initiative is focused on support to the National Capacity Development Unit (NCDU) at the Ministry of Planning and Economic Affairs (MPEA). The NCDU, in collaboration with LIPA, CSA and GC, is responsible for coordinating all capacity development initiatives within the GOL and ensuring their alignment to the National Capacity Development Strategy (NCDS). Since October 2012, USAID-GEMS has provided NCDU with a long-term Capacity Development Coordinator to coordinate the capacity development initiatives of other donors within USAID-GEMS targeted MACs.

A number of changes have taken place at the NCDU since USAID-GEMS commenced its support there. First, the NCDU Director resigned in February 2013. Secondly, due to the act of legislation merging the MOF and MPEA into the Ministry of Finance and Development Planning, the NCDU is to move its offices to the CSA and assume a broader mandate under its new designation as the National Capacity Development Secretariat (NCDS). This transition is still being finalized, but the USAID-GEMS staff has been working from the CSA since August 2013. The delay in this transition has disrupted on-going plans and delayed implementation of several initiatives.

Activities and Accomplishments:

- In collaboration with the NCDU, assisted in drafting the following:
 - TOR and organizational structure for the proposed National Capacity Development Secretariat;
 - Concept note, data collection template, work plan and budget for the National Capacity Development Cooperative Education Program;
 - NCDU's Capacity Development concept note and tracking templates for collecting public institutions' baselines, targets, gaps and shortfalls;
 - NCDU's FY 12 Status Report, work plan, and budget;
 - TOR for the Career Planning Officer of the Career Management and Training Department at the Civil Service Agency;
 - Revised draft National Civil Service Training and Development Policy.
- Coordinated planning of the National Capacity Development Steering Committee meeting and the Public Sector Capacity Development Coordination Committee Orientation Workshop;

- Conducted a thorough analysis of donors' and implementing partners' capacity development initiatives across USAID-GEMS supported public sector institutions. The objective of the exercise was to enable USAID-GEMS to determine, design and provide the appropriate capacity building response to particular needs of MACs and avoid duplications of capacity development activities/initiatives.

Gender Considerations

The USAID-GEMS Gender Equality Strategy supports the economic development of Liberian women and men by enhancing the Government's capacity to implement gender-sensitive performance improvements. USAID-GEMS is focused on interventions that contribute to the empowerment of both genders in the public sector, and to their equitable access to local and national decision-making processes. This strategy is in line with USAID's Gender Equality and Female Empowerment (GEFE) Policy, as well as the GOL's National Gender Policy and the Agenda for Transformation.

During FY13, USAID-GEMS hired a short-term Gender Specialist to identify constraints and opportunities for gender-transformative programming in line with USAID-GEMS objectives. The consultant developed a project wide gender analysis and strategy, as well as functional-level action plans for incorporating gender considerations into each of the project's five objectives. The USAID-GEMS M&E team also collaborated with the consultant to develop gender-sensitive measurement indicators, benchmarks, and targets to track the team's progress in reaching its gender goals.

Through its support to the CSA, the USAID-GEMS HR team is assisting to establish HR standards that will enhance gender equity and equality across the GOL. In Q2, the CSA collaborated with the USAID-GEMS HR team to finalize and launch the Human Resources Policies and Procedures Manual and the Civil Service Performance Management System (PMS). In Q3, the HR team completed the draft Selection and Recruitment Process Manual, which outlines the steps for the fair and transparent hiring of public sector employees. Together these documents and guidelines will increase the probability of recruitment based on merit, and the potential for qualified female candidates to assume professional positions within the Government. A greater number of women in the public sector will, in turn, contribute to the increased probability of inclusion of women's perspectives in public policy, procedures, service design and implementation.

The MOF's Open Budget Initiative (OBI) presented another opportunity through which the USAID-GEMS team incorporated gender considerations in its work this year. The OBI developed a plan for the OBI Electronic Billboard that uses graphics, simplified language and animations to communicate government financial information to the average citizen. Given the high levels of adult illiteracy in Liberia, particularly among women, this is an important tool for encouraging gender inclusiveness in discussions around public affairs and decision-making. In addition, the team developed a Handbook for Open Government that places the OBI billboard project within the context of a larger movement that promotes transparency, accountability, and gender parity in the democratic process.

Advisors are also working to shine a light on gender issues through their daily interactions with GOL counterparts. In addition to incorporating gender-related questions into their assessments, the GEMS team is making a concerted effort to include gender considerations on meeting agendas and in discussions with GOL counterparts and Communities of Practice. Advisors actively encourage women to participate in the Change Management and Measurement workshops and to serve as representatives on the Change Management Committees.

Since the inception of the USAID-GEMS project, advisors have paid particular attention to identifying female champions and to actively encouraging their participation in USAID-GEMS training opportunities. In FY 13, the TraiNet database, which tracks the overall number of participants in USAID-GEMS workshops and trainings, recorded that 20% of the total people trained over this year were female. The USAID-GEMS training team is committed to achieving gender parity in its training programs, and to enhancing trainers' awareness of gender considerations. Recruitment for a Gender Mainstreaming Specialist at LIPA concluded in the fourth quarter, and the selected candidate is scheduled to commence her assignment at the end of October. Among other things, she will provide support in developing LIPA's capacity to mainstream gender-responsive issues and concerns into its training programs. The specialist will also develop modules for a gender mainstreaming course at LIPA (designed in tandem with CSA and the Ministry of Gender to meet GOL requirements for its civil servants) and train trainers to deliver it.

USAID-GEMS also collaborated with LIPA to develop new post-training evaluation surveys which are now being used to capture information on participants' perceived improvements in self-efficacy and skills development. A similar follow-up survey is currently under development which will gather data from previous participants in the months after they completed their trainings. The data from these tools, when disaggregated by sex, will inform analyses of potential constraints in achieving gender parity, as well as successes in meeting the training needs of both men and women.

Throughout FY 13, USAID-GEMS advisors have served as mentors to the 14 members of the President's Young Professionals Program (PYPP), Class IV. The class, which includes five women, is sponsored by USAID-GEMS and posted at the MOF's Department of the Budget. These young leaders are benefitting greatly from the professional insights and support of the USAID-GEMS mentors, which include a number of Liberian female role models in the financial management sector.

Change Management

USAID-GEMS has supported change management concepts through workshops and on the job training in a total of 13 MACs. This has resulted in three MACs that have established Change Management Committees (CMCs) with structured membership and a regular schedule of meetings – NIC, LIPA and MOPT. During the third and fourth quarter, USAID-GEMS invested substantial effort in expanding and revising its Change Management portfolio with its partners including supporting the establishment of six additional Change Management Committees at GSA, PPCC, GC, FDA, MYS, and NBC. These workshops were in addition to Visioning and Missioning/Change Management workshops that were held with MOPT, MOE, EPA, LIPA, NIC, CSA and GSA earlier in the year.

In order to highlight the importance of performance monitoring and evaluation and improve the abilities of MACs to communicate key project deliverables and results, the change management model was modified in significant ways. The two most important changes included modifying the recommended structure of the Change Management Committees to encompass back office managers who would be best informed about the targeted performance improvements in their work under the project's Objective One. The second adjustment focused on establishing a much stronger linkage between change management and "change measurement" or M&E.

This second adjustment was supported through the development of standardized performance monitoring and reporting tools for each management function area, accompanied by modifications to the recommended terms of reference and procedures for CMCs to include periodic review of progress against goals and objectives detailed in these tools. Under the Change Measurement component of this model, each manager of units that are working with USAID-GEMS to achieve positive change in their

performance is expected to formalize their targeted results with measurable levels of achievement and dates for their realization. The resulting performance plans will be reviewed and approved by the CMC and the institution's senior management and shared throughout the institution. Progress against these goals and objectives will be tracked utilizing standardized monthly reports from the unit managers to higher-level managers and the CMC.

A final key change was introduced in the form of removing the Vision and Mission components of the change management model and trainings. This was done in order to improve the focus of the change management model on performance improvements supported by the USAID-GEMS project.

As a part of the Change Management Process GEMS developed the Communications Plan which provides a framework for identification, development, and delivery of project-related communications focused on stakeholders whose acceptance is required for successful implementation. The plan helps the project team deliver key messages in a clear, relevant, meaningful, and timely way to stakeholders using interactive events and written documentation that address the real issues as they occur throughout the project. This plan includes:

- A matrix of stakeholders, events, communication objectives, key messages, supporting media, and feedback channels;
- Common and repeatable themes to be used to build awareness and acceptance of the initiative; and
- Communication roles and approval process.

The Communications Plan drives acceptance and support for the project by addressing the issues that matter to Stakeholders and bringing clarity to the change process. As such, it plays an important role in helping to shape stakeholders' reactions to the change as well as manage their expectations. This plan is a "living document" that will be updated as needed during the lifecycle of the project.

The establishment of the institution CMC is critical to the institution's efforts to perform a change review. Once created, the Committee must develop and adopt a Change Management Plan to support successful implementation of a project by helping to mitigate the Operational risks that could impede implementation. The plan will be composed of three key strategic components, which are change requirements, stakeholder communication, and workforce preparation.

Change Management and Measurement Workshops

In September of 2013, three Change Management and Measurement workshops were conducted with participants from eleven MACs including LIPA, PPCC, NBC, NIC, EPA, FDA, MYS, GC, GSA, CSA and MOPT. During these workshops, participants were exposed to the concepts and tools of change management and measurement including a detailed review of the proposed terms of reference, CMC procedures manual,

performance monitoring goals and objectives sheets, proposed monthly reporting formats and draft communications plans. On the job training after the workshops is focused on finalizing these tools in a form that is tailored to each MAC and supporting CMCs and unit managers in measuring and communicating change in an effective and sustainable manner.

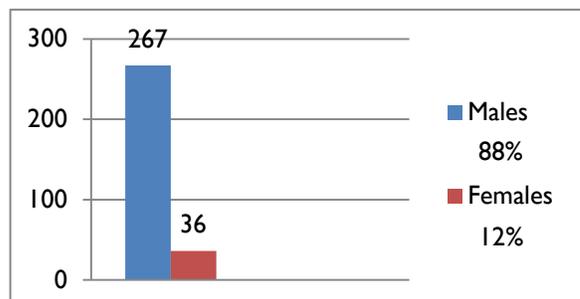
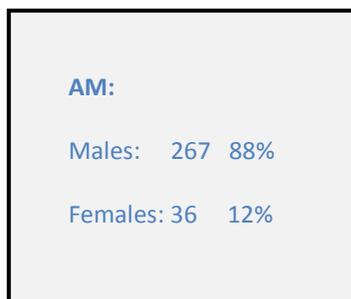
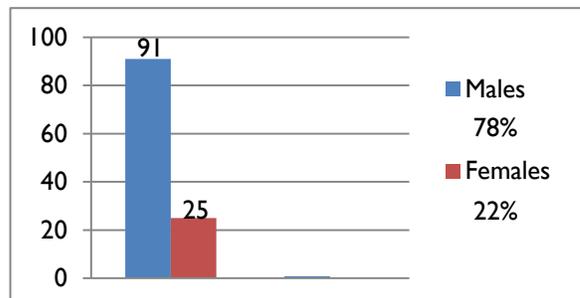
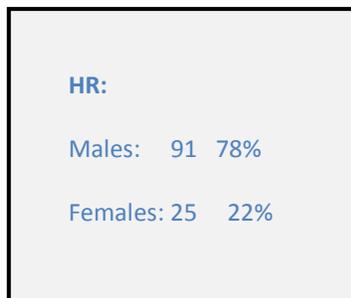
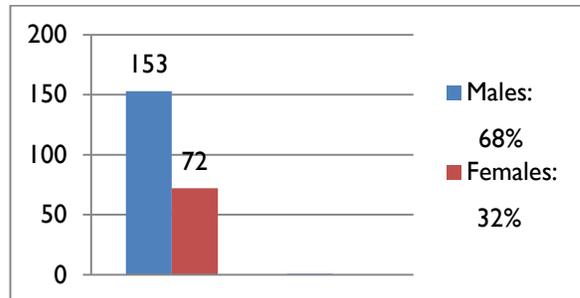
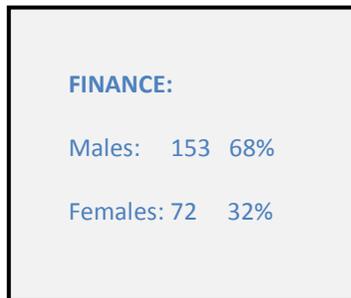
“This workshop served as an eye-opener and a solution for the problems encountered at our workplaces.”

**—Quote from a participant in
September Change Management and
Measurement workshop**

TRAINING:

During FY13, USAID-GEMS, conducted training activities with its partners with the objective of contributing to the improved technical capacity of staff. The training team uses the USAID official training data base, TraiNet, to track all the training offered to USAID/GEMS partners. Of the 1,689 participants trained 1,364 were men and 325 were women, representing 24 % of the total number.

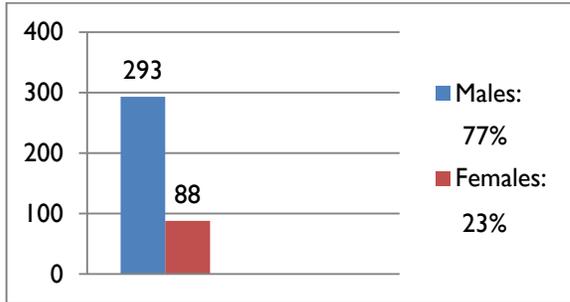
The breakdown of the balance between sexes is as follows:



Procurement:

Males: 293 77%

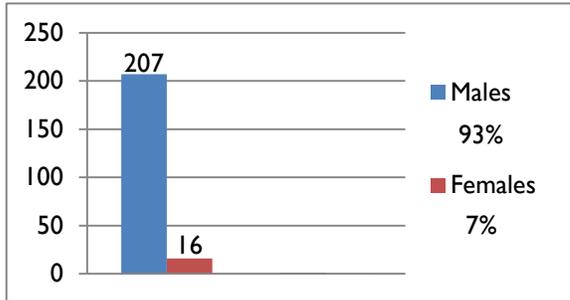
Females: 88 23%



IT:

Males: 207 93%

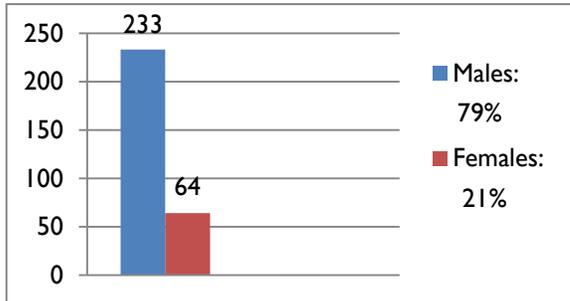
Females: 16 7%



M&E:

Males: 233 79%

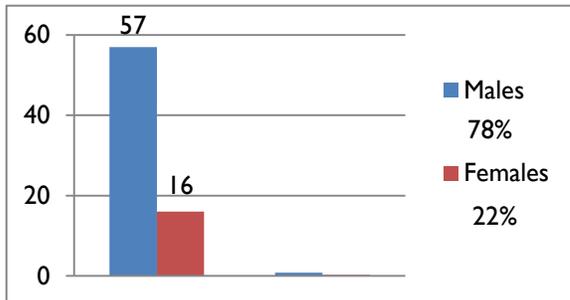
Females: 64 21%



Training:

Males: 57 78%

Females: 16 22%



This analysis shows the gender balance in the different subject matter or functional areas. It shows a poor female participation in IT and AM sectors. These statistics can be used to elaborate strategies for a better participation of women in the sectors where they are underrepresented.

USAID-GEMS continues to work to increase female participation, mainly through encourage partners to identify and lift the obstacles/constraints.

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

IV. CHALLENGES, ISSUES AND CONSTRAINTS

Financial Management Capacity

All Wave I MACs have been provided with varying levels of tools, draft financial management manuals, etc. The onus is shifting to MACs to review materials provided, implement new improved procedures, use the new tools, etc. If MACs do not use tools provided, finalize financial management manuals, then PFM law compliance cannot be achieved. A specific example is the PPCC which was provided with a draft FM Policies and Procedures Manual, process maps, forms, organization structure and job descriptions, but has not provided any feedback as of the end of the fiscal year and hence has not implemented the new PFM Law compliant procedures and internal controls developed.

Human Resources

The USAID-GEMS Human Resources team has consisted of one advisor for four months of the year, down from a previous two advisors. This shortage significantly slowed down the progress of the team working in the MACs. The situation will be resolved with the arrival of the new lead HR Advisor in October 2013.

Concessions Management

Organizational change is proving to be the biggest challenge to forward progress in the entities supported under this objective. Specifically, the Director General of the National Bureau of Concessions died unexpectedly in August. His absence from the office due to illness for several months prior to his death slowed progress on reforms, and the uncertainties following his death have impeded decision-making in the NBC. Also, a reorganization in the NBC shortly before the Director-General's passing meant that much work done with previous personnel had to be re-started with the new employees.

The Chairman of the National Investment Commission was removed from office in the first half of September. This meant new personnel had to be introduced to the USAID-GEMS program and to some extent work, at least with respect to concessions activities, needed to be restarted. While cooperation from the new personnel is expected, the start-stop process has impeded momentum to some extent.

Information Technology

The procurement process of the IT Standard Solution Pack for Wave I institutions took longer than expected, with resultant downstream delays.

The poor centralized policy direction on GOL ICT provides a challenge to the rollout of ICT in the MACs. The selection of architectures, hardware and software systems, and the related human capacity building has to be done with little central guidance. Every effort is being made to ensure that current decisions are in synch with Liberia and international good practice, and to allow selected systems an easy fit into future frameworks. USAID-GEMS is moving to assist primarily MOPT, and other GOL ICT decision making structures to develop improved GOL-wide guidelines.

The erratic power supply at many of the MACs remains a challenge, as the IT platforms at the institutions have limited capacity to sustain services independently of grid, or generator power. The frequent service outages and power surges creates risk to the infrastructure, the hosted systems, and impacts on the productivity of staff. USAID-GEMS hopes to bolster the powers solutions to better sustain core IT services during power outages.

The cost and poor availability of internet services at MACs not only deprives the staff and institution of the wide-spread benefits of access to good quality online services, but also burdens the organization with having to organize independent services to maintain the health of the IT systems. This includes services such as anti-virus, threat-management and security updates as well as backup services, which would be more effectively provided online in a low capacity environment. The constraints are usually budget-related. USAID-GEMS continues to work with MOPT to find structural solutions to this problem, including the development of a mini-shared service center, and centralized provisioning of internet services to client MACs.

V. M&E METRICS

Performance Monitoring Plan Indicators

The project conducted a comprehensive review of project achievements against annual and life of project targets in readiness for its annual report by the M&E team. Based on the review, the project enumerated its achievements against the PMP in the following ways:

- 18 have achieved 80% or more of approved targets for FY 2013 or have completed baseline data surveys required for future reporting of changes
- USAID-GEMS exceeded targets for 12 indicators:
- Project did not meet targets for 18 indicators:
 - Four were due to government inaction required to meet targets:
 - Mobile money productivity savings with teachers
 - Percent change in GOL fleet expenditures
 - Percent change in number of vehicles in operation fleet
 - Number of MACs with a USAID-GEMS trained CIO
 - The majority were due to slower than anticipated implementation by the project or uptake by GOL partners e.g. indicators corresponding to MAC performance measurement/M&E systems, FM indicators
 - Two represent activities that the project is not currently supporting in its workplan (PMO at MOPT and concessions agreements revisions)
 - One shortfall is due to poor government reporting of required data e.g. Percent change in GOL fleet expenditures
- With the exception of the two indicators where activities are not in the project workplan going forward, USAID-GEMS anticipates that achievement of expected results will accelerate in FY 2014.

Details about specific achievements or reasons for shortfalls can be found in the Performance Data Tables below in the appendices.

Uneven progress in meeting projected targets in the approved PMP highlights the challenges of implementing a project designed to improve the performance of government entities. In such a project, it is essential that expected results and corresponding performance indicators reflect changes that are outside of an implementing partner's manageable interest and control. In the case of USAID-GEMS, the majority of shortfalls in indicator achievement are due to slower than anticipated uptake of targeted procedures and work performance by the project's GOL partners. This does not mean, however, that important and impressive progress has not been made nor that the project has observed opposition by GOL staff and managers to its intended results. Real and meaningful performance improvement is being achieved and is expected to continue and accelerate.

A substantial revision of the project's PMP is underway, which will help to remove indicators that are not useful, revise targets where appropriate and provide better measurement guidelines across the project's portfolio.

ANNEX I: USAID-GEMS PERFORMANCE INDICATOR DATA TABLE—FY13

USAID-GEMS Performance Indicator Data Table: 2013									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)									
I-1	% of surveyed internal and external clients reporting improvement in procurement process	Custom	% of respondents	N/A	2012	TBD	10	88	Baseline survey has been completed and the results were too high to leave room for improvement. As a result indicator will be changed in revised PMP.
I-2	% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example	Custom	% of managers	N/A	2012	TBD	20	0	Data collection for this indicator will take place beginning Q1 FY 2014.
I-3	% of surveyed LIPA clients that report satisfaction with training quality	Custom	# of MACs	N/A	2012	TBD	30	54	The survey started on the 2nd of September and lasted for 20 days. Data collected in the field have been compiled and will provide useful information. Baseline is presented for question "Did LIPA training meet your expectations?" and for respondents indicating "Very much so" or "For the most part."

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1-4	Number of MACs that have successfully deployed an e-Government activity with project support	Custom	# of MACs	N/A	2012	0	3	1	Project support to MAC websites will begin in Q1 FY 2014.
1-5	% change in GOL fleet expenditures	Custom	% change	N/A	2012	0	-10	0	Data will be available after end of fiscal year. Significant results in reduced expenditures are not expected until the new vehicle policy is rolled out beyond the pilot MACs.
1-6	# of new and revised concessions agreements that meet improved GOL standards	Custom	# of concessions	N/A	2012	0	2	0	Project no longer supporting revisions to agreements. This indicator will be removed from the project PMP during next revision.
1-7	\$ value of increased productivity from reduced GOL staff absence from work resulting from mobile money salary payment (estimated via special study)	Custom	\$ value	N/A	2012	0	TBD	0	Reporting on this indicator is dependent on the GOL specifying the type and location of employees that are to receive/receiving salaries via mobile money, which has not yet occurred. Cost savings from LYEP mobile money salary payments were \$18,000.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1-8	Number of Executive Branch Personnel Trained with USG Assistance	Custom	# of personnel	Sex	2012	0	300	1307	In quarter 4, USAID-GEMS team conducted series of training that focused on: Procurement Committee; Procurement Monitoring System; Vehicle Management Record Keeping Tools; Assets Management Introduction Workshop; Generator Preventive Maintenance, Vehicle Preventive Maintenance, Procurement Record Management, Expense & Payment Process, Capacity Building Introduction, Financial Management Subject areas

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
				Male		0	210	1066	
				Female		0	90	241	

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved									
1.1.1	Number of performance gaps reduced or eliminated in targeted GOL institutions	Program Custom	# of gaps	N/A	2012	0	10	15	CICTO training materials completed (1), Revised HR Standing Orders and the GOL-approved Performance Appraisal System completed and circulated through a workshop (1), OGI Billboard was brought on-line (1), and Asset Management Guidelines were completed (1). Deployment of IT solution packages in all wave 1 MACs (7) has been completed; ASYCUDA/TAS has been implemented in Freeport (1) and TAS in Temple of Justice, IT-based FM systems in two MACs reached full implementation levels suitable for reporting (GC and LIPA).

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1.1-2	Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations	USAID PMP Custom	# of MACs	N/A	2012	0	6	0	This indicator requires that MACs implement substantial changes to their FM systems, which is being supported through substantial on the job training and a large number of YSAUD-GEMS deliverables including IT solutions, spreadsheets, process maps, revised policies and procedures and other supports. Targets are being revised down in new PMP to better reflect potential progress.
1.1-3	# of Liberian Young Professionals deployed to MACs with USAID-GEMS support	Custom	# of people	Sex	2012	0	14	14	The 14 Liberian Young Professionals are now stationed at the Ministry of Finance in the department of Budget. USAID-GEMS Advisors have volunteered to serve as mentors for the PYPs.
IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency									
1.1.1-1	# of MACs utilizing financial management software tools or IFMIS for financial management	Custom	# of MACs	Tool type	2012	0	6	2	LIPA and GC have successfully reached this milestone and can now prepare key FM reports using IT-based FM systems and tools.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1.1.1.2	# of MACs with auditable Financial Management (FM) systems	Custom	# of MACs	N/A	2012	0	2	0	FM team continues to provide intensive OJT in all institutions to improve the audit ability of FM systems. Intensive focus on correct financial file storage and archiving will bring Wave I MACs into full compliance with this indicator in coming FY2014.
1.1.1.3	# of MACs that have developed detailed, agency-specific FM processes conforming to the PFM law, disseminated them to staff and trained staff in their use	Custom	# of MACs	N/A	2012	0	6	1	The Governance Commission formally approved their revised FM policies and procedures manual, the final milestone for meeting this indicator. As FM policies are approved by MACs, additional institutions will be reported for this indicator in FY 2014. Draft policies have been developed and training completed in Wave I MACs.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
IR 1.1.2: Targeted management functions of GOL institutions strengthened									
I.1.2-1	# of Procurement Entities (PEs) assessed by PPCC as 60% or higher in compliance with most recent procurement procedures	Custom	# of PEs	N/A	2012	0	2	0	This indicator will be replaced in revised PMP. Progress in standardizing procurement performance monitoring system utilized by PPCC will progress too slowly for this to be a useful indicator. Resource constraints will limit PPCC's ability to use the system in all USAID-GEMS MACs.
I.1.2-2	% of staff receiving performance appraisals in last 12 months	Custom	% of staff	N/A	2012	0	10	0	Policies for the performance appraisal are under development in each MAC based on CSA guidelines. Actual roll-out will commence in Quarter 2 2014. This indicator will be reworded in revised PMP.
I.1.2-3	% change in number of vehicles in operation fleet	Custom	% change	N/A	2012	N/A	-10	-0.06	17 vehicles have been sold to date. This does not include write-offs and other vehicles removed from registry. USAID-GEMS has poor reporting from the GSA and MACs on vehicle purchases and other additions to the fleet.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
I.1.2-4	# of PMS systems established or strengthened in MACs with USAID-GEMS support	Custom	# of PMS	N/A	2012	0	8	1	Change management and measurement workshops have been conducted for nine Wave I institutions and three Wave II institutions. Goals and objectives forms have been developed to help unit managers set achievable goals and objectives for their units. Performance monitoring systems will be developed and will come online for performance reporting over the next six months.
I.1.2-5	# of MACs with IT systems that are assessed as IFMIS ready	Custom	% of MACs	N/A	2012	0	8	7	FM computers and infrastructure platforms are in place for all seven Wave I institutions. IT staff have completed professional training in administration of the new systems in IT in eight MACs.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened									
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	10	0	LIPA trainees reported high, although not universal, use of training in their workplace. Sixty-six percent of respondents indicated that they had used the training "very much so" or "for the most part" at their work. Percent change cannot be calculated until survey is repeated.
IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved									
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	4	8	LIPA has offered eight new trainings resulting from the Training Needs Assessment supported by USAID-GEMS: Managing the Boss, Customer Service, Purchasing & Supply Management, Marketing Management and Banking & Finance., Marketing Management, Development Planning and Development Management. These courses are maintained and continue at LIPA.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1.2.1-2	# of international certification trainings that include preparatory testing	Custom	# of trainings	N/A	2012	0	1	2	Accountancy training enrollment for ATSWA (Accounting Technician Scheme West Africa) increased almost three folds between March and September 2013. The CPA (Certified Public Accountant) certification increased more than four folds between May and November 2013.
IR 1.2.2: Institutional sustainability of LIPA enhanced									
1.2.2-1	Institutional sustainability plan developed and approved	Custom	Y/N	N/A	2012	0	N	N	First phase of the LIPA strategic plan was completed in September and the second phase will be completed in November 2013.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1.2.2-2	# of training courses developed or revised by LIPA curriculum developers	Custom	# of trainings	N/A	2012	0	3	24	A total of 24 courses have been developed (five new courses) or revised (19 revised) during the year to date. These include 11 Short-Term Competency-based Courses: Records Management, Communications and Report Writing, Work Planning and Reporting, Managing the Boss, Office Management and Practices, Basic computer: MS-Word, Basic computer: MS-Access, Basic computer: MS-Excel, Basic computer: MS-Power Point, Customer Service, Purchasing & Supply Management.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
I.2.2-2									13 Long-Term Courses: Internal Audit (Cert), Internal Control systems (Cert), Public Sector Finance (Cert), Public Sector Budgeting (Cert), Public Procurement (Cert), Project Planning & Management (Cert), Monitoring & Evaluation (Cert), Human Resource Management (Cert), Marketing Management (Cert), Development Management (Dip), Public Procurement (Dip), Human Resource Management (Dip), Banking & Finance (Dip)
I.2.2-3	% of LIPA services assessed by LIPA M&E unit annually	Custom	% of services	N/A	2012	0	10	25	Of the four core service areas offered by LIPA (training, research, consulting and library services), one - training - was covered by satisfaction survey this year.
I.2.2-4	% change in LIPA revenue from new sources	Custom	% change	N/A	2012	0	5	0	Training cost analysis would be conducted in October/November 2013 in order to contribute to identify LIPA enterprise revenue generation. % change will be estimated based on previous year's financial reporting.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
IR 1.3: Expanded Public sector use of ICT linked to development objectives supported									
1.3-1	Program Management Office (PMO) established at MOPT and providing services	Custom	Y/N	N/A	2012	0	N	N	World Bank is now responsible for the PMO. This indicator will be removed during the next revision of the project PMP.
1.3-2	# of MACs with a USAID-GEMS trained CIO	Custom	# of MACs	N/A	2012	0	4	0	USAID-GEMS has little influence over the number of CIO's funded by the government. GEMS has completed development of the training program and is prepared to conduct training as CIOs are selected. This indicator will be reworded in next PMP version.
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively									
1.4-1	# of new taxation and pricing formulas applied to concessions	Custom	# of formulas	N/A	2012	0	2	2	Two consultants have developed pricing formulas and tools for use by the NBC – one in Forestry, one in Rubber and one in Oil Palm. These formulas have been utilized by the NBC to conduct analyses of the effects of current pricing and taxation schemes on concessions in these areas.

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1.4.2	Concessions M&E policies and procedures manual developed and approved	Custom	Y/N	N/A	2012	N	Y	N	Draft documents and feedback have been submitted to the NBC to guide the process. Work on continued development and refining of NBC M&E systems is ongoing.
1.4.3	National concessions cadastre designed	Custom	Y/N	N/A	2012	N	Y	N	The National cadastre roadmap has been completed. Terms of reference were drafted and announced. CVs were submitted in response to the solicitation and are being received. The actual analysis needed in preparation for the design of the national concessions cadastre should begin in Q1 2014
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards									
1.5-1	# of GOL employees paid via mobile money (in thousands)	Custom	# of GOL employees	Sex	2012	0	.25	.8	Eight hundred four (804) GOL Ministry of Youth and Sports summer interns have been paid via mobile money. Cost savings were calculated at around \$18,000.
				Male		0	.17	0	
				Female		0	.08	0	

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
1.5-2	% of GOL revenues payments transferred via electronic payments	Custom	% of payments	N/A	2012	0	20	28	Revenue collection figures for the Freeport of Monrovia for July – Sept. are approx. \$29,249,726 for approx. 28,616 transactions.
1	Number of USG supported anti-corruption measures implemented (2.2.4-7)	F Indicator	# of measures	N/A	2012	N/A	4	10	A total of 10 anti-corruption measures were implemented in FY 2014 including the OGI billboard, 7 IT-based FM systems and 2 locations for revenue payments.
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	1723	In quarter 4, USAID-GEMS team conducted training that focused on: Procurement Committee; Procurement Monitoring System; Vehicle Management Record Keeping Tools; Assets Management Introduction Workshop; Generator Preventive Maintenance; Vehicle Preventive Maintenance; Procurement Record Management; Expense & Payment Process; Capacity Building Introduction; Financial Management Subjects areas Change Management and Measurement

USAID-GEMS Performance Indicator Data Table: 2013

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2013 Target	USAID FY 2013 Actual	2013 Description
				Male			350	1365	
				Female			150	358	
3	# of government officials receiving USG-supported anti-corruption training (2.2.4-2)	F Indicator	# of officials	Sex	2012	N/A	100	691	In quarter 4, USAID-GEMS team conducted series of training that focused on: Procurement Committee; Procurement Monitoring System; Vehicle Management Record Keeping Tools; Assets Management Introduction Workshop; Generator Preventive Maintenance, Vehicle Preventive Maintenance, Procurement Record Management, Expense & Payment Process, Capacity Building Introduction, Financial Management Subjects areas.
				Male			70	542	
				Female			30	149	

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)										
1-1	0	Instruments are complete. STTA is being recruited to implement baseline survey in wave I MACs in Q2 2013	0	STTA was put off until new Procurement Advisor and Specialist could take their positions at end of Q2 2013. Survey has now been scheduled for early in Q3 2013.	0	Baseline survey in process	88	Baseline survey has been completed and the results were too high to leave room for improvement. As a result indicator will be changed in revised PMP	10	88
1-2	0	PMS design is being finalized and will be rolled-out in wave I MACs in Q2 2013	0	A performance monitoring handbook for the MACS has been developed to support the PMS roll-out. MACS Managers will be trained in the use of the handbook for effective implementation. A performance monitoring plan for use in the New Vehicle Policy Pilot has been developed and is being populated.	0	Data collection for this indicator will take place beginning Q1 FY 2014	0	Data collection for this indicator will take place beginning Q1 FY 2014	20	Survey has not been conducted.

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1-3	0	USAID-GEMS expects data in Q2 from the client satisfaction survey	0	USAID-GEMS expects data in Q3 from the client satisfaction survey. A draft instrument has been developed and shared with LIPA.	0	Survey will be conducted Q4 FY 2013	54	The survey started on the September 2 nd and lasted for 20 days. Data collected in the field was compiled. Baseline is presented for question "Did LIPA training meet your expectations?" and for respondents indicating "Very much so" or "For the most part."	30	54
1-4	0	OGI bill board has been installed and content developed. Official launch is January 2013	1	The official launched of the OGI bill board has been done. The OGI bill board is now functioning effectively providing key data on budget expenditures and GOL projects.	0	Project support to MAC websites will begin in Q1 FY 2014	0	Project support to MAC websites will begin in Q1 FY 2014	3	1
1-5	0	This is an annual report indicator. No data are expected until end of Liberia fiscal year. The GSA New Vehicle Policy has been developed and approved by cabinet. Pilot test in eight MACs will be implemented beginning Q2 2013	0	Expected data for this indicator will come by the end of Liberia fiscal year. Implementation of the new vehicle policy and new vehicle maintenance protocols by the GSA that will produce results in reduced fleet expenditures is on-going.	0	Data will be available after end of fiscal year. Significant results in reduced expenditures are not expected until the new vehicle policy is rolled out beyond the pilot MACS.	0	Data will be available after end of fiscal year. Significant results in reduced expenditures are not expected until the new vehicle policy is rolled out beyond the pilot MACS.	-10	Significant results in reduced expenditures are not expected until the new vehicle policy is rolled out beyond the pilot MACS.

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1-6	0	Work in this area will resume when USAID-GEMS Concessions Advisor and STTAs are brought in in Q2 2013	0	The Concessions Advisor joined the project late in the second quarter. Project activities in support of expected results in this indicator will resume in the coming quarter.	0	Project is no longer supporting revisions to agreements. This indicator will be removed from the project PMP during next revision	0	Project is no longer supporting revisions to agreements. This indicator will be removed from the project PMP during next revision	2	Project is no longer supporting revisions to agreements. This indicator will be removed from the project PMP during next revision.
1-7	0	Data for this indicator are not available pending completion of mobile money pilot activities.	0	Data for this indicator are not available pending completion of mobile money pilot activities. STTA has been brought in by the project to complete a cost-benefit analysis that will inform target setting for this indicator.	0	Data for this indicator was collected as part of the mobile money cost benefit analysis completed in the previous quarter. Targets will be set once GOL roll-out plan is complete.	0	Reporting on this indicator is dependent on the GOL specifying the type and location of employees that are to receive/receiving salaries via mobile money, which has not yet occurred.	TBD	Reporting on this indicator is dependent on the GOL specifying the type and location of employees that are to receive/receiving salaries via mobile money, which has not yet occurred.

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1.9	214	Topics covered in Q1 FY 2013 focused on orientation to the Liberian PFM law and training in use of the FM software package QuickBooks. An additional workshop was conducted as an orientation to the USAID-GEMS Technical Committee as well as a workshop focused on rebranding at LIPA. Three Liberian GOL officials were sent to the US to participate in a Government Financial Management Best Practices Conference.	235	In Q2 2013, trainings conducted focused on QuickBooks, Posting Expenses, Bank Reconciliation and Budget, MTEP Budget Formulation, Month end closing and reporting. Additional workshops conducted were CSA Key Initiatives Launch, Key Initiatives HR Policy/PMS. LIPA trained 27 trainers (LIPA trainers & adjunct faculty) in training of trainers (TOT), 26 MAC participants in performance improvement and effective service delivery, and 35 MAC participants in "in-service" procurement training.	404	In Q3, trainings conducted were focused on: Visioning and change management for EPA and FDA, capacity building workshop for PPCC, selection and recruitment manual for the CSA, financial management monitoring for wave 1 MACs, introduction to asset management, on the job trainings in financial management and asset management, vehicle and generator preventive maintenance, IT system Administrative training	578	In quarter 4, USAID-GEMS team conducted series of training that focused on: Procurement Committee; Procurement Monitoring System; Vehicle Management Record Keeping Tools; Assets Management Introduction Workshop; Generator Preventive Maintenance, Vehicle Preventive Maintenance, Procurement Record Management, Expense & Payment Process, Capacity Building Introduction, FM Subjects OJT 5	300	1307

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1.8		Two intensive workshops focused on improving the quality of LIPA training content and delivery and the first of multiple workshops for drivers, mechanics and other fleet personnel on fleet maintenance procedures was held at LIPA as well.		Two intensive workshops on Fleet and Asset Management Tools, Introduction to Asset Maintenance						
M	161		271		323		472		210	1066
F	53		54		81		106		90	241

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved										
I.1.1	0	Anticipated results in this indicator for Q2 2013: Automated Financial Management systems deployed in at least three MACs; OGI bill board brought on-line; CSA HR policies and procedures manuals approved; IT systems delivered to at least five MACs; performance measurement systems deployed in at least three MACs; personnel gaps filled with 14 Liberian Young Professionals	4	CIO training materials completed, Revised HR Standing Orders and the GOL-approved Performance Appraisal System completed and circulated through a workshop, OGi Billboard was brought on-line, and Asset Management Guidelines were completed.	8	Deployment of IT solution packages in all wave I MACs (7) has been completed; ASYCUDA/TAS has been implemented in Freeport	3	CICTO training materials completed (1), Revised HR Standing Orders and the GOL-approved Performance Appraisal System completed and circulated through a workshop (1), OGi Billboard was brought on-line (1), Asset Management Guidelines were completed (1).	10	15

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
				Gaps to be closed for Q3 2013 include: Finalization of the MAC Performance Monitoring Handbook, Deployment of the ASYCUDA/TAS interface, deployment of IT solutions packages in all Wave 1 MACs, implementation of the Procurement Perception Survey				Deployment of IT solution packages in all wave 1 MACs (7) has been completed; ASYCUDA/TAS has been implemented in Freeport (1) and TAS in Temple of Justice, IT-based FM systems in two MACs reached full implementation levels suitable for reporting (GC and LIPA)		
1.1-2	0	MACs will begin comprehensive implementation of new FM systems and tools in Q2 of 2013.	0	Draft processes, P&P manuals and process maps are in place in 5 Wave 1 MACs. Key FM spreadsheets have been developed and staff trained in their use in 5 Wave 1 MACs. Full-scale implementation of all FM solutions will take place in early Q3 as the IT solutions packages are deployed. The tool for data collection for this indicator was completed.	0	More progress has been made through OJT in building MACs capacity for this indicator.	0	This indicator requires that MACs implement substantial changes to their FM systems, which is being supported through substantial on the job training and a large number of USAID-GEMS deliverables including IT solutions, spreadsheets, process maps, revised policies and procedures and other supports.	6	0

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1.1-3	0	All the vetting and selection process was completed in December 2012. The official hire date will be in the first week of January 2013.	14	14 Liberian Young Professionals have been hired and deployed at the Ministry of Finance in the department of Budget	0	The 14 Liberian Young Professionals are now stationed at MOF in the department of Budget. USAID-GEMS Advisors have volunteered to serve as mentors for the PYPs	0	The 14 Liberian Young Professionals are now stationed at the MOF in the department of Budget. USAID-GEMS Advisors have volunteered to serve as mentors for the PYPs	14	14
IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency										
1.1.1-1	0	MACs will begin comprehensive implementation of new FM systems and tools in Q2 of 2013.	0	QuickBooks company file set up and staff trained in all Wave 1 MACs. Full-scale implementation of all FM solutions will take place in early Q3 as the IT solutions packages are deployed. The tool for data collection for this indicator was completed	0	5 MACs will be able to run their annual financial reports with QuickBooks this month	2	LIPA and GC have successfully reached this milestone and can now prepare key FM reports using IT-based FM systems and tools	6	2
1.1.1-2	0	Results are expected for this indicator in Q1 2014.	0	Full-scale implementation of all FM solutions will take place in early Q3 as the IT solutions packages are deployed. The tool for data collection for this indicator was completed	0	Financial management team continues to provide intensive OJT in all institutions to improve the audit ability of FM systems	0	Financial management team continues to provide intensive OJT in all institutions to improve the audit ability of FM systems	2	0

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
I.1.1-3	0	Roll-out of FM processes and procedures will continue through Q2 and Q3 2013.	0	Draft processes, P&P manuals and process maps developed in 5 Wave 1 MACs. Full-scale implementation of all FM solutions will take place in early Q3 as the IT solutions packages are deployed. The tool for data collection for this indicator was completed	0	2 MACs have 100% of staff trained. Indicator requires formal approval of new policies and procedures, which has not yet been achieved	1	The Governance Commission formally approved their revised FM policies and procedures manual, the final milestone for meeting this indicator.	6	1
IR 1.1.2: Targeted management functions of GOL institutions strengthened										
I.1.2-1	0	Work with the PPCC in procurement PMS including MAC assessment of procurement compliance will begin in Q3 of 2013	0	Work with the PPCC in procurement PMS including MAC assessment of procurement compliance will begin in Q3 of 2013.	0	Capacity of PPCC compliance team being developed to undertake standardized assessments. Procurement Assessments will not be conducted until next project year	0	This indicator will be replaced in revised PMP. Progress in standardizing procurement performance monitoring system utilized by PPCC will progress too slowly for this to be a useful indicator. Resource constraints will limit PPCC's ability to use the system in all USAID-GEMS MACs.	2	0

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
I.1.2-2	0	Data are expected at the end of Q4 2013 as the new HR performance appraisal system is rolled out.	0	Data are expected at the end of Q4 2013 as the new HR performance appraisal system is rolled out. The final Performance Appraisal system for the GOL was approved and launched on Q2.	0	Pilot MACs are being identified for PMS test	0	Policies for the performance appraisal are under development in each MAC based on CSA guidelines. Actual roll-out will commence in Q2 2014. This indicator will be re-recorded in revised PMP.	10	0
I.1.2-3	0	This is an annual report indicator. No data are expected until end of Liberia fiscal year. The GSA New Vehicle Policy has been developed and approved by cabinet. Pilot test in eight MACs will be implemented beginning Q2 2013	0	Expected data for this indicator will come by the end of Liberia fiscal year. The baseline number of vehicles in the fleet (2692) has been set based on the USAID-GEMS-conducted fleet census.	-0.03	8 vehicles sold in NVP	17	17 vehicles have been sold to dat. This does not include write-offs and other vehicles removed from registry. USAID-GEMS has poor reporting from the GSA and MACs on vehicle purchases and other additions to the fleet.	-10	-0.06

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
I.1.2-4	0	PMS plan is under development and will be rolled out in Q2 2013.	0	A Performance Monitoring Handbook has been developed to support the establishment of PMS Systems in the MACS. A PMS has been developed in the GSA for monitoring of the new vehicle policy pilot test.	1	The GSA's PMS for the new vehicle policy is generating information on fleet sales that is being utilized by the DG for planning purposes.	0	Change management and measurement workshops have been conducted for 9 wave I institutions and three Wave II institutions. Goals and objectives forms have been developed to help unit managers set achievable goals and objectives for their units. Performance monitoring systems will be developed and will come online for performance reporting over the next 6 months.	8	1

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1.1.2-5	0	Results in IT will be achieved in Q2 2013 as new computers and IT infrastructure are put in place.	0	Computers and IT infrastructures have been in place in some wave I MACS. The configuration of these computers for effective functioning has not yet been done. Actual data on this indicator will be realized in Q3 2013. A draft instrument for this indicator was developed this quarter and will be finalized in early Q3.	6	The computers and infrastructure platforms are now in place for all seven wave I institutions with configuration and hand over complete in 6. IT staff have completed professional training in administration of the new systems in IT in 8 MACs.	1	The computers and infrastructure platforms are now in place for all 7 Wave I institutions with configuration and hand over complete in 7. IT staff have completed professional training in administration of the new systems in IT in 8 MACs.	8	7
IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened										
1.2-1	0	Baseline data on this indicator are expected to be collected beginning in late Q2 of 2013.	0	Baseline data on this indicator were expected to be collected beginning in late Q2 of 2013 but the deadline was moved to Q3 when an STTA will be brought on board to assist in development and deployment of M&E systems at LIPA.	0	M&E System Design will begin in Q4	0	LIPA trainees reported high, although not universal, use of training in their workplace. Sixty-six percent of respondents indicated that they had used the training "very much so" or "for the most part" at their work.	10	66 percent of respondents indicated that they had used training "very much so" or "for the most part" at their work. % change cannot be calculated until survey is repeated.

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved										
1.2.1-1	3	Three courses - Marketing Management, Development Planning and Development Management - were offered by LIPA during the quarter as a result of the Training Needs Assessment conducted with USAID-GEMS Assistance. Capacity building activities to strengthen LIPA's curriculum revision and development capacity will continue through 2013.	5	In quarter Q2 2013, LIPA offered 5 trainings in the new courses developed. These include: Managing the Boss, Customer Service, Purchasing & Supply Management, Marketing Management and Banking & Finance	0	Due to the course schedule, new courses won't start until next quarter. New courses listed for last quarter are ongoing	0	LIPA has offered 8 new trainings resulting from the Training Needs Assessment supported by USAID-GEMS: Managing the Boss, Customer Service, Purchasing & Supply Management, Marketing Management and Banking & Finance., Marketing Management, Development Planning and Development Management. These courses are maintained and continue at LIPA.	4	8

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1.2.1-2	0	No preparatory trainings have been conducted yet. Planning for these courses is on-going.	0	The hiring process of TCNs trainers is in process and it is anticipated that they will be on board to start training in accountancy certification programs sometime in April 2013.	0	Two TCNs trainers are on board, one is expected to be in by July and the other by the end of July. Accounting course leading to certification will begin the first week of July.	2	Accountancy training enrollment for ATSWA (Accounting Technician Scheme West Africa) increased almost three folds between March and September 2013. The CPA (Certified Public Accountant) certification increased more than four folds between May and November 2013.	1	2
IR 1.2.2: Institutional sustainability of LIPA enhanced										
1.2.2-1	N	Sustainability plan for LIPA will be finalized in QIII 2013.	0	Sustainability plan for LIPA will be finalized in Q3 2013.	0	LIPA strategic plan will be completed in Q4 (the negotiations with the consultant on going)		The first phase of the LIPA strategic was completed in September and the second phase will be completed in November 2013.	Y	N

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1.2.2-2	0	The review and initial revisions of six courses was begun during the first quarter. These courses included: M&E, Human Resource Development, Procurement Management, Public Procurement Management, Basic Procurement In-Service Training, and Records Management. Additional revisions will be undertaken of these and other courses in coming quarters in order to bring them in line with best practices.	24	A total of 24 courses were developed: 5 new & 19 revised in Q2. These include 11 Short-Term Competency-Based Courses: Record Mgmt., Communications and Report Writing, Work Planning and Reporting, Managing the Boss, Office Mgmt. and Practices; MS-Word, MS-Access, MS-Excel, MS-Power Point, Customer Service, Purchasing & Supply Mgmt. 13 Long-Term Courses: Internal Audit (Cert), Internal Control systems (Cert), Public Sector Finance (Cert), Public Sector Budgeting (Cert), Public Procurement (Cert), Project Planning & Mgmt. (Cert), M&E (Cert), HRM (Cert), Marketing Mgmt. (Cert), Development Mgmt. (Dip), Public Procurement (Dip), HRM (Dip), Banking & Finance (Dip)	0	It was agreed with LIPA to concentrate on the following courses during the next round of revisions: <ul style="list-style-type: none"> - Work Planning - Managing the Boss - Customer Service - Internal Audit - Internal Controls - Public Sector Finance - Records Mgmt. - Office Mgmt. - Professional Adm. & Mgmt. - Public Financial Mgmt. - Human Resource Mgmt. Level 1 & 2 	0	A total of 24 courses were developed (5 new courses) or revised (19 revised) during the year.	3	24

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1.2.2-3	0	LIPA M&E unit and system are yet to be formed. This is expected to begin in QII 2013 with M&E data collection expected in Q3.	0	The process of developing an M&E system has started with the appointment of three staff to the newly formed LIPA M&E unit and a mini workshop conducted on March 21, 2013. STTA will be recruited in Q3 to help develop and deploy the LIPA M&E system.	0	The Satisfaction survey, when complete, will provide data on a large number of LIPA courses	25	Of the four core service areas offered by LIPA (training, research, consulting and library services), one - training - was covered by satisfaction survey this year.	10	25
1.2.2-4	0	Data on this indicator are expected to be available Q4 2013	0	Data on this indicator are expected to be available Q4 2013	0	LIPA revenue data are not yet available	0	Training cost analysis would be conducted in October/ November 2013 in order to contribute to identify LIPA enterprise revenue generation. % change will be estimated based on previous year's financial reporting.	5	0
IR 1.3: Expanded Public sector use of ICT linked to development objectives supported										
1.3-1	0	No PMO Office established yet. Work in support of the PMO office will continue throughout FY 2013	0	No PMO Office established yet. Work in support of the PMO office will continue throughout FY 2013	0	World Bank is now responsible for the PMO. This indicator will be removed during the next revision of the project PMP.	0	World Bank is now responsible for the PMO. This indicator will be removed during the next revision of the project PMP.	Y	World Bank is now responsible for the PMO

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
I.3-2	0	The Training Coordinator for CIOs has been selected and should arrive in Monrovia in early January. Training of CIOs is expected to begin in Q3 2013	0	CIO training materials have been completed, and presentation of the draft CIO training design was conducted. Training of CIOs will take place in Q3 2013 as CIOs are hired by the GOL.	0	Training materials are ready but course has not yet been conducted. CICTO hiring is directly affected by the GOL budget. To date, no CICTO has been hired.	0	USAID-GEMS has little influence over the number of CIO's funded by the government	4	GEMS has completed development of training program and is ready to conduct training as CIOs are selected. This indicator will be reworded in next PMP version.
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively										
I.4-1	0	STTA is being recruited to assist in revisions of the formulas. Results are expected in Q3 2013	0	An STTA has been interviewed and should be brought in in Q3 2013 to work on these formulas. Application of these formulas will be dependent on the review and/or granting of concessions by the GOL.	0	There was a delay in hiring the STTA. He will begin early in Q4 2013	0	Two consultants have developed pricing formulas and tools for use by NBC – one in Forestry and one in Oil Palm. These formulas have been used by NBC to conduct analyses of effects of current pricing and taxation schemes on concessions in these areas.	2	3

USAID-GEMS Performance Indicator Data Table: FY 2013										
#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
I.4-2	N	Technical assistance to the NBC to strengthen concessions monitoring is ongoing. A completed set of standard monitoring procedures is expected to be completed in Q4 2013	0	The M&E Advisor is expected to collaborate with an STTA in Q3 or Q4 to complete this manual. Finalization of this manual is expected in Q1 2014.	N	Work on the manual is delayed pending approval of concessions work plan.	N	Draft documents and feedback have been submitted to the NBC to guide the process. Work on continued development and refining of NBC M&E systems is ongoing.	Y	N
I.4-3	N	An STTA has been hired to carry out this activity, which will be completed in Q2 2013.	N	The National cadastre assessment has been designed. The roll-out plan has not yet been developed.	N	The National cadastre roadmap has been completed. Terms of reference were drafted and announced. CVs were submitted in response to the solicitation and are being received. The actual analysis needed in preparation for the design of the national concessions cadastre should begin in Q4 2013	N	The National cadastre roadmap has been completed. Terms of reference were drafted and announced. CVs were submitted in response to the solicitation and are being received. The actual analysis needed in preparation for the design of the national concessions cadastre should begin in Q1 2014	Y	N

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards										
1.5-1	0	20 non-GOL teachers have been paid stipends by USAID project Advancing Youth with USAID-GEMS technical assistance. Payments of 50 GOL teachers in ELWA and Buchanan will take place in QII 2013.	0	USAID-GEMS work in facilitating mobile money salary payments for staff of the Advancing Youth project has resulted in 12 non-GOL teachers paid in Buchanan. Work in implementing mobile money payment to GOL teachers is on-going and should produce results in Q3.	0	USAID-GEMS work in facilitating mobile money salary payments for staff of the Advancing Youth project has resulted in 83 non-GOL teachers paid in 5 Counties. Work in implementing mobile money payment to 21 GOL teachers is on-going and should produce results before the end of quarter Q4.	.8	Eight hundred four (804) GOL Ministry of Youth and Sports summer interns have been paid via mobile money. Cost savings were calculated at around \$18,000	.25	0.8
M	0								0.19	0
F	0								0.6	0

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
1.5-2	0	Revenue payments work will begin in QII, with actual electronic transfers to begin in QIII 2013.	0	The TAS / ASYCUDA interface began testing on March 21, 2012 and is expected to go live next quarter. USAID-GEMS anticipates more than 4000 transactions with a value of over \$4M to be processed by the end of the pilot test in April of next quarter.	0	\$7.8 million processed in June 2013. Percentage is hard to calculate due to limitations in GOL financial data collection. This indicator will be converted to total \$ value with USAID approval. At least 90% of payments at Freeport are via the TAS/Asycuda interface.	28	Revenue collection figures for the Freeport of Monrovia for July – Sept. are approx. \$29,249,726 for approx. 28,616 transactions	20	28
–	0	Anticipated results in this indicator for Q2 2013: Automated Financial Management systems deployed in at least three MACs; OGI bill board brought on-line	1	OGI bill board installed and official launching has been done. Automated FM systems deployment was delayed due to challenges in deployment of IT systems. These will be brought online in April of 2013 in all Wave I MACs.	6	Five MACs can run their financial reports using IT FM tools. These include: NBC, NIC, PPCC, GC and LIPA. Also, Asycuda/ TAS interface was brought online at Freeport and processed \$7.8 million in payments in June 2013	3	2 additional Wave I MACs have complete IT-based FM systems available for use. TAS was brought online at Ministry of Justice	4	10

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
2	265	<p>Topics covered in Q1 FY 2013 focused on orientation to Liberian PFM law and training in use of FM software, QuickBooks. A workshop was conducted as an orientation to the USAID-GEMS Technical Committee as well as a workshop focused on rebranding at LIPA. Three Liberian GOL officials were sent to the US to participate in a Government Financial Management Best Practices Conference. Two intensive workshops focused on improving the quality of LIPA training content and delivery and the first of multiple workshops for drivers, mechanics and other fleet personnel on fleet maintenance procedures was held at LIPA as well.</p>	248	<p>In Q2 2013, trainings conducted focused on QuickBooks, Posting Expenses, Bank Reconciliation and Budget, MTEP Budget Formulation, Month end closing and reporting. Additional workshops conducted were CSA Key Initiatives Launch, Key Initiatives HR Policy/PMS. LIPA trained 27 trainers (LIPA trainers & adjunct faculty) in training of trainers (TOT), 26 MAC participants in Performance improvement and effective service delivery, and 35 MAC participants in "in-service" procurement training. Two intensive workshops on Fleet and Asset Management Tools, Introduction to Asset Maintenance</p>	620	<p>In quarter Q3, trainings conducted were focused on; Visioning and change management for EPA and FDA, capacity building workshop for PPCC, selection and recruitment manual for the CSA, financial management performance monitoring for wave 1 MACs, introduction to asset management, on the job trainings in financial management and asset management, vehicle and generator preventive maintenance, IT system Administrative training</p>	590	<p>In Q4, USAID-GEMS team conducted series of training that focused on: Procurement Committee; Procurement Monitoring System; Vehicle Management Record Keeping Tools; Assets Management Introduction Workshop; Generator Preventive Maintenance, Vehicle Preventive Maintenance, Procurement Record Management, Expense & Payment Process, Capacity Building Introduction, FM Subjects OJT 5; change management and measurement</p>	500	1723

USAID-GEMS Performance Indicator Data Table: FY 2013

#	USAID FY 2013 Q1 Actual	Description	USAID FY 2013 Q2 Actual	Description	USAID FY 2013 Q3 Actual	Description	USAID FY 2013 Q4 Actual	Description	USAID FY 2013 Target	USAID FY 2013 Actual (to date)
Σ	193		200		485		487		350	1365
Ⓛ	72		48		135		103		150	358
3	145	Topics covered in Q1 FY 2013 focused on orientation to the Liberian PFM law, training in use of the FM software package QuickBooks, and Asset Management training in new vehicle maintenance procedures.	44	Topic covered in Q2 2013 focused on: MTEF Budget Formulation, Processing Expenses, QuickBooks Posting Expenses, Expenditure Process Maps, Bank Reconciliation and Budget, Month End Closing and Reporting, Cash & Bank Account Management, QuickBooks Posting. Introduction of Maintenance/Asset, Fleet and Asset Management Tools	205	In Q3, USAID-GEMS in collaboration with PPCC conducted Capacity building workshop for DMAs, heads of finance, heads of Procurement and Internal Auditors, The Asset management team introduced asset management and vehicle and generator preventive maintenance to EPA, FDA CSA etc. On the job trainings were conducted in financial management in the areas of bank reconciliations, cash and QuickBooks	297	In Q4, USAID-GEMS team conducted series of training that focused on: Procurement Committee; Procurement Monitoring System; Vehicle Mgmt. Record Keeping Tools; Assets Mgmt. Introduction Workshop; Generator Preventive Maintenance, Vehicle Preventive Maintenance, Procurement Record Management, Expense & Payment Process, Capacity Building Introduction, FM Subjects OJT 5	100	691
Σ	105		40		165		232		70	542
Ⓛ	40		4		40		65		30	149

ANNEX 2: USAID-GEMS WORKPLANS FOR Q1 FY2014

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Financial Management					
ICT Infrastructure to Support Financial Management					
Support the full implementation of IFMIS and use of Software tools for analysis	Utilization of IFMIS for accounting and reporting with spread sheets to support additional analysis				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
Sustain implementation of Financial Management Software tools	Financial Reports and analysis produced using FM software or spreadsheet tools, reports will be more accurate and easier to produce				1.1.1-1 MAC is utilizing FM software tools or IFMIS for financial management
MTEF Budget Formulation and Execution Processes					
Continue to develop, document and support implementation of improved MTEF budget formulation and execution processes.	Agency staff has software tools available to create and monitor MTEF budgets.				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
Accounting and Reporting Processes and Systems					
Continue to develop, document and support implementation of improved expenditure and payment processes, month end and year end closing and financial reporting processes, audit trails & forms and processes for archiving of financial documents and electronic data	Process Map of PFM law compliant processes documented in the agency specific Policies and Procedures 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)
Cash and Bank Account Management					
Continue to develop, document and support implementation of improved cash handling and bank account management and control processes.	Agency has the capacity to manage and control cash and bank accounts as per the PFM law requirement.				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
					# 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)
Audits and Internal Controls					
Collaborate with the Internal Audit Secretariat (IAS) to improve Internal Audit (IA) function and establish effective Audit Committee in line with IAS plan	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				# 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) # of MACs with auditable Financial Management (FM) systems (PMP 1.1.1-2)
Organization Structure of the Finance Department and Job Descriptions					
Update the organizational structure and job descriptions of the Finance Department to align with updated processes and tools.	Improved performance and management of finance department with staff understanding roles and responsibilities				
Human Resources Management					
Provide/upgrade basic IT infrastructure and records storage facilities	Minimum IT hardware, HR software and tools to support HR Management and maintain confidentiality of employee records. Basic IT hardware, HR software/database and storage facilities (filing cabinet & supplies) in place.				
HR Dept/Unit Re/structure and re/alignment; Define Roles & Responsibilities	Updated and aligned organizational structure of HR Dept/Unit.				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
	Updated organizational structure (organogram) for HR Dept./Unit; updated job description for all HR staff.				
HR Policies & Procedures Manual (Staff Handbook)	Greater alignment of staff required skills; Increased capacity building and institutional performance.				
	Draft/revised staff handbook; Finalized and approved staff handbook and staff communications session.				
Human Resources Management (HRM) Professionals Skills and Knowledge development	HR professionals at institutions have the requisite skills and knowledge to manage the HR function with improved ability to implement performance improvement initiatives. Training materials and program delivered on basic HR management & planning, HR policies and procedures; selection, recruitment & induction; performance appraisal framework; and time and attendance reporting system.				
Asset Management					
Agree and review implementation plan for the fleet pilot.	Go ahead for full implementation				% change in number of vehicles in operation fleet (GEMS PMP 1.1.2-3)
Operational Fleet management Mentoring for Wave I Macs	Embedding systems and practices.				% change in GOL fleet expenditures (GEMS PMP 1-5)
Operational Fleet Management Assessments and initial introductory meetings with management with Wave II MACs.	Raise awareness and motivate action				
Train Institutional/GSA coordinators					
FM Workshops with the Wave II MACs	Begin Fleet management practices and data collection				
AM data collection Mentoring with Wave II MACs	Introduce Data collection spreadsheets and AM register				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
AM Assessments and initial introductory meetings with management - Wave II MACs.	Change thinking and attitudes				
Work on recommendations for Building management.	Set Direction with DG GSA				
AM workshops with Wave II MACs	Change thinking and attitudes				
Procurement					
Procurement advisory	Provide guidance to 15 MACs in understanding the procurement processes and steps during procurement plan implementation.				# of Procurement Entities (PEs) assessed by PPCC as...% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
Develop Systems and Procedures	Assist entities develop and structure procurement documentation and tracking system from bid through contract award to delivery: procurement document tracking system in place in 15 MACs				# of Procurement Entities (PEs) assessed by PPCC as ...% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
Procurement training	Procurement Committees and End users of 15 MACs capable of effectively exercising Roles and Responsibilities; Procurement Practitioners capable of tracking procurements				
Monitoring & Evaluation					
Provide or upgrade hardware and basic IT infrastructure for M&E unit	IT resources will be utilized to support performance monitoring systems				% 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)
Develop standardized performance monitoring plans with tools and reporting templates for each management function	High-quality performance measurement systems established in partner MACs				% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2) # of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Support performance measurement system (PMS)	Operational PMS data reported and PMS systems sustained				% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2) # of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)
Support change management committees in the collation, reporting, and use of performance data for project M&E	Standardized data collection and reporting systems; improved realization and communication of key project results, accomplishments, and shortcomings				% 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)
Information Technology					
Create Safe & Secure OFM ICT Platform in Wave II institutions					
Configure local area network infrastructure for secure zone for core OFM	Correctly secured LAN with quality network links to Accounts (2), H/R, Asset Management, Procurement, IT, M&E				
Ensure core OFM functions are provisioned with suitable workstations	IFMIS compliant workstations deployed for Accounts (2), H/R, Asset Management, Procurement, IT, M&E				
Supply & Commission workgroup server	High availability workgroup server providing shared services to OFM, including identity management, file and application services				
Configure safe and secure network for OFM	Unified Threat Management device operational. Anti-virus software tools operational. Workstations under control of central identity management. Segregated OFM network segment				
Develop capacity of IT units					
Develop capacity of IT staff in Wave 1 MACs in Systems and Network Administration	At least one IT staff member undergone professional training to administer the solution pack				
On the Job training by USAID-GEMS staff	Professional services and OJT training events				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Deploy help desk solution	IT help desk in institutions				
Develop policies and procedures					
Identify and/or develop IT policies and procedures	Policy docs for OFM network: User policy, Threat Management, Disaster Recovery, Disposal of equipment				
Train all staff in policies & procedures	Staff inducted into policies and procedures relevant to their role				
Raise ICT awareness in leadership					
Co-convene (with MOPT/CICTO program) leadership workshop on GOL ICT plans & strategies	Improved understanding of the MAC's participation; tentative plans by MAC on how to improve IT utilization				
Improve sharing of information resources					
Deploy tools to allow easy internal sharing of information resources	Shared folder and/or intranet system allowing for easy internal storage and sharing of information systems				
Improve IT Processes					
Identify areas for priority improvement with MAC leadership	Improvement plan for priority areas				
Activities to improve priority processes	Improved IT processes in identified areas				
Create mini Shared Service Center					
Design & build Shared Service Center facility (subject to pending budget approval)	Service offering for the Service Centre, infrastructure requirements, processes, sustainability plan				
Bolster uninterrupted power supply to core ICT network services					
Develop & implement solutions to ensure uninterrupted power supply for core ICT network services (subject to pending budget approval)	Improved uninterruptable power supply solutions in selected client MACs				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Objective 2					
Continue the provision of accountancy certification tuition to candidates preparing for the Accounting Technician Scheme of West Africa (ATSWA) parts 1 to 3; and candidates preparing for the Institute of Chartered Accountants Ghana (ICAG) professional examinations parts 3 and 4.	Improved accounting & financial skills for public sector accounting personnel; increased pass rate on certification exams. Course curriculum; & Training results on credentialing exams				# of international certification trainings that include preparatory testing (PMP 1.2.1-2).
Provide support in the development of the LIPA Strategic / Sustainability Plan.	Enhanced capacity for change management; Shared vision & strategy; Clear road-map for institutional sustainability.				Institutional Sustainability plan developed & approved (PMP 1.2.2-1)
Continue provision of support in Training Management, especially in course planning; revising course outlines & modules for existing courses, & in developing outlines & modules for new ones	Market-driven training programs; service delivery quality enhanced. Improved curricula / modules for existing courses				# of training courses developed or revised through USAID-GEMS support (PMP 1.2.1-2) # of new courses offered in response to market needs (PMP 1.2.1-1)
Continue providing support in enhancing the delivery of LIPA Library & Information Services	Service delivery quality enhanced. LIPA Library Needs Assessment report prepared, & capacity development strategy designed. Movement towards e-Library; and Workshop delivery				
Ensure the commencement of the following initiatives at LIPA: Gender Mainstreaming; Training Cost Analysis; and LIPA Marketing	LIPA service delivery enhanced; Enhanced M&E capacity; Performance Monitoring & Quality Assurance Systems at LIPA; Marketing capacity of services & products enhanced				
Provide a forum to discuss the results & implications of the LIPA customer perception survey (aimed at assessing satisfaction with service quality)	Enhanced client feed-back; Service delivery quality improved				# of surveyed LIPA clients that report satisfaction with LIPA service quality (PMP 1-3)
Continue the provision of internal (USAID-GEMS) advisory support in managing on-the-job training (OJT) & TraiNet services	Enhanced capacity to deliver OJT. TraiNet services delivered				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Enhance LIPA staff capacity through training & development	Training modules & materials in subject matter: Delivery of workshops in these areas: Process for design of Competency Frameworks for LIPA Faculty & Managers; Strategic Planning Process; Gender mainstreaming, etc.				
Objective 3					
Chief ICT Officer (CICTO) Program Roll-out					
Support selection of CICTOs	CICTOs in a selection of GOL MACs, improved and standardized ICT policies and strategies, improved sharing and interoperability of systems and data, cost efficiencies				
Government/National Enterprise Architecture					
Development of national enterprise architecture (fielding a 3-month STTA)	Enterprise Architecture reference models, Enterprise Architecture Action plan, Enterprise Architecture governance model, strategy and guides for e-Gov implementation				
Improvements to Government of Liberia ICT Competency					
Development of an improved design of the ICT competency within GOL	Improvement plan for ICT institutional arrangements sourcing model for ICT initiatives. Once implemented, a modernized ICT competency, placed to efficiently deliver e-Gov services.				
Objective 4					
Hold multi-stakeholder workshop to better define roles and responsibilities in the concessions sector	Better understanding by NBC, NIC, PPCC, MLME, FDA and MOA of their complementary roles in the concessions sector; input to the Governance Commission and Law Reform Commission for improvement in concessions laws				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Assist NBC to better define indicators for concessions monitoring	Standardized indicators to be used by NBC and concession-related entities to monitor and evaluate the performance of mineral, rubber, oil palm and forestry concessions				
Support the NIC in defining its policy on public-private partnerships	Coherent and consistent public-private partnership policy; recommendations for improve PPP legal framework				
Short term technical advisors to design National Concessions Cadastre	The needs assessment and business process re-engineering phases will begin in November; the full design process will continue through Q2 and into Q3				
Objective 5					
Project management for Central Bank of Liberia (CBL) payment system upgrade: network, IT datacenter, communications and Automated Clearing House (ACH)	Consolidated/coordinated work plans and monitoring that the program is on track				% of GOL revenues payments transferred via electronic payments (PMP 1.5-2)
Project management for the installation of African Development Bank funded Real Time Gross Settlement system (RTGS) and Securities Settlement System (SSS)	Project management started for the development of RTGS and SSS				
Assist the CBL with developing funding proposal for the bank supervision off-site automated software	Funding proposal drafted for automated off-site bank supervision				
Support to CBL for upgrading the mMoney legal-regulatory framework	Revised rules, regulations, procedures, or guidelines (are posted on official website), additional mMoney service providers authorized, regulatory compliance increased.				
Support to CSA for mMoney policy for GOL employee transactions	CSA policy (Standing Order) issued, CSA coordinates tracking and reporting				
Support to MOF to extend mMoney to MACs	MOF coordinates GOL-wide stakeholder working group, rapid roll-out of mMoney to additional MACs				# of GOL employees paid via mobile money (in thousands) (PMP 1.5-1)
Encourage the increase in public awareness and acceptance of mMoney	Civil servants aware of the benefits of mobile money				
Support CBL in collaboration with other stakeholders to develop a national mobile money strategy	National mMoney Strategy is adopted by CBL				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Economic Advisory Support					
Economic Advisory Support - Direct economic support to the Minister	Evidence based policy making decisions				
Technical back-up support to: (i) MCC Compact Development Team in the Constraints analyses exercises (ii) Economic Management Technical Team	(i) Constraints analyses report (ii) Evidence based policy making decisions on key development agenda of Liberia				
Capacity building (i) Working with MOF Macro Fiscal Analysis Unit (MFAU) staff, produce and publish regular reports on the performance of the economy (ii) Mentoring and coaching of economists at MFAU and the PYPs.	(i) Regular Quality publications on the performance of the economy. (ii) Institutionalized culture of providing policy advice based on well research information.				

ANNEX 3: USAID-GEMS SUCCESS STORIES FY13

USAID Supports Innovative Solutions to Address Post-Conflict Public Sector Workforce Challenge

President's Young Professionals Program Fills Critical Needs



[Insert Photo Credit]

Liberia's President Ellen Johnson Sirleaf welcomes graduates of the program who now assume permanent positions in the civil service.

Challenge

Liberia's 14-year civil war ravaged the human resources of the country. Educational institutions were unable to provide training and continuing education, and thousands of the country's most skilled professionals fled the country. The country's leaders and development partners have joined forces to create the skilled, motivated, and creative civil service that is necessary for improved governance.

Initiative

With the end of hostilities in 2003, USAID stepped in to support the Government's multi-tiered approach to rebuilding their human resources. In addition to technical assistance and training programs targeting the most pressing needs, the longer-term effort includes investments in rebuilding the civil service training institute and supporting the recruitment of Liberia's brightest youth into public service via the highly competitive President's Young Professionals Program (PYPP). USAID is providing support for 14 participants to address staffing needs at the Ministry of Finance Department of Budget.

Results

As of January 2013, 48 Young Professionals are supporting 13 ministries and 5 agencies. To date, 100% of PYPP graduates have retained positions within the Government. Former graduates are serving in such influential roles as Special Assistant to Liberia's Ambassador to the United Nations and National Training Professional Development Coordinator at the Ministry of Education's Bureau of Early Childhood Education.

USAID Supports Liberia's Open Government Initiative

Ministry of Finance Billboard Provides Window into Country's Finances



Photo Credit: Ministry of Finance

A large digital screen in downtown Monrovia is used to display budgetary data and other information of interest to Liberian citizens.

USAID is supporting Liberia's efforts to improve transparency through the USAID/Liberia Governance and Economic Management Support (USAID-GEMS) Project.

Transparency and accountability are improving dramatically in Liberia, and the country's Open Budget Initiative is doing its part. In yet another move to contribute the positive trends in the country's governance, the Minister of Finance worked with the USAID Governance and Economic Management Support (USAID-GEMS) project to provide an electronic billboard facing the street in front of the Ministry of Finance —served by dynamic information systems linked into the Ministry's financial data — that allows the Ministry to describe and track the budget and its execution.

The target audience for the OBI electronic billboard is the ordinary man and woman on the street - the person who is not necessarily serviced by the internet or newspaper. The Ministry of Finance and USAID-GEMS team designed the content and layout of the billboard display specifically for this audience.

Liberia signed on to the international Open Government Partnership in November 2011, which commits it to increasing the availability of information about governmental activities, supporting civic participation, establishing the highest standards of professional integrity throughout Government, and increasing access to new technologies for openness and accountability.

Transparency International's 2012 Corruption Perception Index ranks Liberia 75 out of the 176 countries and territories assessed, the third highest score in West Africa. In 2005, the country was ranked 137 out of the 158 surveyed.

USING MOBILE MONEY TO PAY STIPENDS IN LIBERIA



A Mobile Money Merchant in Lofa County



A Vacation Job Student

USAID is supporting Liberia's efforts to establish a national payment system in line with international and regional standards, utilizing mobile technologies where feasible

Mobile money promises to help solve many of the challenges facing the safe and transparent payment of civil service and other personnel in Liberia. USAID is providing assistance to the Government of Liberia (GOL) through pilot mobile money initiatives under the Governance and Economic Management Support Project (USAID-GEMS). This assistance is allowing the GOL, in partnership with the private sector, to apply innovative solutions to the challenges facing effective governance.

In November 2012, USAID began working with the USAID Advancing Youth Project (AYP) to pay a monthly stipend of US\$50 to select Ministry of Education teacher volunteers. By the end of April 2013, approximately 90 teacher volunteers were receiving their stipends via mobile money.

USAID/GEMS periodically surveys the AYP volunteers to gauge satisfaction with the mobile money pilot initiative. The opinion surveys reveal that teachers are highly satisfied — the major perceived benefit is receiving the stipend instantaneously.

The Liberia Youth Employment Program (LYEP) under the Ministry of Youth and Sports is sponsored by the Government of Liberia to provide community jobs for youths aged 18-35. With support provided by USAID-GEMS, 807 workers in 5 counties began receiving their stipends via mobile money in August 2013. Prior to mobile money, LYEP was paying \$33,000 per month in bank fees. As the initiative rolls out to more workers in more counties, the Government of Liberia (GOL) expects to realize a savings of some \$396,000 through mobile money.

In December 2011 the inability to pay vacation job students led to riots. In August 2013 President Ellen Johnson Sirleaf endorsed stipend payment via mobile money to 5,000 vacation job students under the "Presidential Back-To-School Clean Up Initiative". The students received their stipends on time and with no incidents as a result of the support provided to the Ministry of Youth and Sports and the mobile telecommunications operator.

With a view to expanding mobile money solutions government-wide, the Civil Service Agency has formally authorized a mobile money pilot project, starting with a group of teacher volunteers.

ANNEX 4: PYPP ANNUAL REPORT— FY2013

Presidents Young Professional Program (PYPP)
 USAID-GEMS Sponsored PYPs
 Summary Report

Total # of PYPs : 14

Placement: Ministry of Finance, Department of Budget

Placement Date: March 2013



Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Stefanie Y. Buttner	Public Management Office	Joyce Johnson Dolo	Varmu Reeves	<ul style="list-style-type: none"> • Making research • Making monthly reports 	<ul style="list-style-type: none"> • Made PowerPoint presentations 	<ul style="list-style-type: none"> • No written TOR 	<ul style="list-style-type: none"> • Professional writing • Access training
Jamel Dugbeh	Human Development Pillar - Health Sector	Marios Dbwona	Patrick Togba	<ul style="list-style-type: none"> • Advise MoHSW on their allotment request and capture allotment request • Perform PANs Analysis • Make monthly and quarterly report to supervisor on MoHSW allotment request • Budgetary analysis for the Health Sector 	<ul style="list-style-type: none"> • Worked with MoHSW and Commerce • Worked on MOHSW budget execution policies; • Worked on spending and working plans for MACs in the Health Sector • Attended MTEF workshop • Critiqued MoHSW 1/12 allotment request 	<ul style="list-style-type: none"> • Lack of training in Government Budgeting; • Lack of transportation 	<ul style="list-style-type: none"> • MTEF • Allotment • Project Analysis • Public policy and government budgeting

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Emmanuel Flomo		Kalivah Jorgbor	Kalivah Jorgbor	<ul style="list-style-type: none"> • Sector budget preparation • Assist with budget analysis • Perform PANs Analysis 	<ul style="list-style-type: none"> • Attended budget hearing and took notes • Prepared cash plans for various Ministries • Represented Sector Head at meetings 	<ul style="list-style-type: none"> • No written TOR • Lack of appropriate training in Government Budgeting 	<ul style="list-style-type: none"> • Project planning • Professional writing
Matthew Garway Jr.	Project Management Office	Anthony Waddell – Information Technology Specialist, USAID-GEMS	Varmu Reeves	<ul style="list-style-type: none"> • Advise MoHSW on their allotment request and capture allotment request • Perform PANs Analysis • Make monthly and quarterly report on MO allotment request. • Assist MACs in Municipal Sector, decentralization Pillar in preparing their budget 	<ul style="list-style-type: none"> • Assisted in the preparation of PMO 5 years strategic plan • Assisted in the preparation 2 samples for MAC • Assisted in the PMO Open House • Attended MTEF training 	<ul style="list-style-type: none"> • Lack of appropriate training in Government Budgeting • Lack of transportation to go to work • No written TOR 	<ul style="list-style-type: none"> • MTEF • Allotment • Project Analysis • Microsoft Access • Procurement
Herdain T. Jallah		Dashward M. Gardner Financial Specialist, USAID-GEMS	Stanley Boah	<ul style="list-style-type: none"> • Provide secretariat support • Assisted in the preparation of sector strategic plan; • Analyze MACs PANs; • Consolidate reports for Ministries and Agencies 	<ul style="list-style-type: none"> • Assisted MACs in preparing 5% procurement plan • Attended PMO trainings, • Assisted in designing organizational chart 	<ul style="list-style-type: none"> • Lack of transportation to go to work • No written TOR 	<ul style="list-style-type: none"> • Public Speaking • Presentation skills

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Sarah M. Johnson		Ara Voker Chea	Dahngbay Mahngba	<ul style="list-style-type: none"> Track and analyze allotment request from MACs Assist MACs prepare spending plans, procurement plans and budget performance report Analyze PANs 	<ul style="list-style-type: none"> Served on a 5 persons team to organize a retreat on the MTEF process 		<ul style="list-style-type: none"> Public budget management Free balance
Roland B. Lankah		Gregory Johnson	Augustine Blama – Senior Budget Policy Advisor	<ul style="list-style-type: none"> Track and analyze allotment request from MACs Budget execution analysis Generate reports on daily allotments made by government 	<ul style="list-style-type: none"> Assisted in analysis on budget execution for external transfer all sectors of the government Attended policy and budget presentation meetings 	<ul style="list-style-type: none"> No written TOR 	<ul style="list-style-type: none"> Project management Procurement

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Eyey P. Booker	Rule of Law and Public Safety Services Sector Department of Budget MoF	Beenwell Banda, Senior Economic Training Advisor, USAID GEMS	Menwo Kallon, Sector Head, Rule of Law and Public Safety Services	<ul style="list-style-type: none"> Analyzing Budget; Inputting MACs Data in the BMT; Review allotment request Making Adjustment and consolidating in MoJ Central Budget 	<ul style="list-style-type: none"> Review the 1/12 request for the Drug Enforcement Agency; Attended a one day workshop on the MTEF process and served as group presenter Did PANs analysis for Montserrat, Cape Mount and Margibi education sector Helped to input data for the MoY into the BMT Attended one day workshop on the role of a budget analyst 	<ul style="list-style-type: none"> No written (TOR) Work at the department of Budget is seasonal 	<ul style="list-style-type: none"> Microsoft Access Pivot Table Procurement plan and allotment Public speaking Monitoring and evaluation

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Amos N. Sando	Budget Policy and Development Unit	Terrance Osley – Capacity Development Specialist, USAID-GEMS	Del F. Wreh	<ul style="list-style-type: none"> • Provide technical assistance in the preparation and reporting of budget related issues; • Support budget analyst in working with the BMT; • Produce outreach and public education materials; • Provide technical assistance to the National Coordinator for the OB 	<ul style="list-style-type: none"> • Added new expenditure item lines to the budget for various Ministries • Attended training in database • Attended database management training in Pretoria South Africa; • Updated the budget execution database 	<ul style="list-style-type: none"> • No written TOR; 	<ul style="list-style-type: none"> • Programming coordination • Project management
Zoe W. Tuagben		Florence Fahnbulleh	Rosetta Brown	<ul style="list-style-type: none"> • Input data from MACs into BMT • Analyze expenditures items within Ministries and Agencies under Good Governance Pillar; • Assist MACs in budget preparation 	<ul style="list-style-type: none"> • Attended USAID GEMS annual planning retreat • Attended Creating Fiscal Space workshop organized by the World Bank; 	<ul style="list-style-type: none"> • No written TOR 	<ul style="list-style-type: none"> • Report writing

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Cornelius T. Tugbeh	Economic Revitalization Pillar Agriculture Sector	Therno Kane	Yassah C. Solo	<ul style="list-style-type: none"> • Prepare communication for MACs when requested by my supervisor; • Analyze MACs allotment requests and; • Input MACs data into the BMT • Data entry for MACs in the education sector 	<ul style="list-style-type: none"> • Assist immediate Boss execute some of his activities in his absence; • Attended knowledge sharing workshop • Attended workshop organized by the PMO • Attended one day MoF Retreat on the MTEF review 	<ul style="list-style-type: none"> • No written TOR • Feels abandoned by the Minister Finance 	<ul style="list-style-type: none"> • Budgeting and procurement; • Integrated Financial Management Information System (IFMIS) • Project Management and M&E
Varkpeh Gonowolo	Economic Revitalization Pillar Infrastructure and Basic Services Sector	John R. Sloyka	Mahngbay Dahngbay	<ul style="list-style-type: none"> • Consolidate security sector budget; • Analyze MACs allotment request; • process PANs for MACs • office Secretariat assistance 	<ul style="list-style-type: none"> • Attended workshop on MTEF process; • Entrusted with sensitive information 	<ul style="list-style-type: none"> • No written TOR • The Minister does not seem to recognize PYPs 	<ul style="list-style-type: none"> • Microsoft Access
Johnson S. N. Williams	Good Governance Pillar Transparency and Accountability Sector	Victoria Cooper	Rosetta Brown Sector Head	<ul style="list-style-type: none"> • Consolidate allotment • Compile MACs revised budget estimates • Analyze MACs in the Energy sector allotment request; 	<ul style="list-style-type: none"> • Participated in the Legislative budget hearing for FY 13-14 • Assisted in sector performance report preparation for FY 12-13; 	<ul style="list-style-type: none"> • No written TOR 	<ul style="list-style-type: none"> • Procurement related budgeting • PANs analysis; • Free balance budget

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Agnes Y. Payeker		Nicholas R. Leach – Procurement Specialist USAID-GEMS	Martha Y. Paye	<ul style="list-style-type: none"> Assist with the development of spending plans for Liberia Biomedical Research Center, Phebe Hospital and JFK 	<ul style="list-style-type: none"> Knows how to work with the Budget Management Tool Attended World Bank Procurement Training 	<ul style="list-style-type: none"> No written TOR 	<ul style="list-style-type: none"> Public speaking

I. Summary of key duties and achievements of PYPs:

- Attended meetings with Mentors and Supervisors and took minutes;
- Assisted in the preparation of variance reports for the 2013-2014 budget;
- Attended budget review hearing;
- Worked with Sector Ministries to advise and make inputs in the preparation of their 2013-2014 budget;
- Conducted community awareness on the Open Budget Initiative;
- Worked with supervisors and Pillars Heads on the recurrent budget completion and attended budget negotiation meetings;
- Participated in the Public Expenditure Tracking Survey and Analysis and entered data into IFMIS;
- Worked on Personnel Actions Notices (PAN) for the Education Sectors and prepared budget execution reports;
- Assisted with draft budget analysis for ministries and agencies and rendered technical support to ministries and agencies during the budget hearing process;
- Represented Pillar Managers at meetings;
- Provided technical support for the presentation of budgets at the National Legislature; and
- Participated in budget execution analysis for sectors in the government.

II. Relationship between Mentors and PYPs

Mentoring is an important component of the Program aimed at moving PYPs closer to fulfilling the Program Ultimate objectives. All PYPs are assigned to a Mentor; these Mentors provide regular feedback and suggestions on progress and training needs of the each PYP. Feedbacks from PYPs and Mentors suggest that the relationship between the Mentors and PYPs is cordial.

III. Responsive Trainings

The primary objective of the PYPP monthly responsive training is to prepare PYPs to assume and effectively fulfill assigned responsibilities: it is designed to provide meaningful learning opportunities for PYPs to supplement their real time placement experiences with practical skills. For the period, the PYPs Responsive Trainings covered the following topics: Presentation Skills, Monitoring and Evaluation, Project Planning and Management Skills, Negotiation Skills, Communicating Fiscal Issues, Customer Service and Project Proposal Writing.

Other trainings offered by the Ministry of Finance and USAID-GEMS include: Project Management Tool Training for Recurrent and Public Sector Investment Projects (PSIP), Visioning and Change Management Workshop sponsored by USAID-GEMS, Project Management Office Workshop on Project Management Template; Microsoft Access Trainings; and Budget Formulation Training workshop;

IV. Immersion Excursion

Immersion excursion is one of the key components of the Program designed to provide opportunities for PYPs to explore current and emerging career opportunities beyond Monrovia. Each Class has 2 excursions annually—Class IV first excursion was in Grand Bassa County.

V. Challenges

The following are challenges were reported by PYPs for the period:

- Limited training opportunities at MOF,
- No written Term of Reference developed for PYPs at MOF.
- Lack of training in Governmental Budgeting;
- Lack of appropriate training in Governmental Budgeting
- Lack of transportation to attend meetings and other functions

VI. Current Status of PYPs

- Two PYPs have resigned from the Program; Herdian Jallah and Zoe W. Tuagben. The two of them are with the MoF Financial Management Program. Meanwhile, the Program is working on their replacements.
- One PYP (Stefanie Buttner) is currently on maternity leave.

TABLE I: LIST OF PRODUCTS AND DELIVERABLES FOR FY2013

Product Description	Type of Product (Document, Film, etc.)	Institution
Objective I: Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards		
Financial Management		
QuickBooks Enterprise Solutions 5 user licenses and software provided and set up for the agency	Software	Governance Commission
FM Policies & Procedures Manual with Process Maps and Forms (approved by GC) detailing PFM law compliant processes	Document/manual	Governance Commission
Draft FM Dept. Org. Chart and Job Descriptions, CSA forma, aligned with the above, appendix in P&P manual	Documents/graphics	Governance Commission
MTEF Budget Formulation spreadsheet supports creation of 3 year budgets including donor and revenue funding allows for scenario testing	Excel Spreadsheet	Governance Commission
Budget Execution Report spreadsheet, creates MOF format Budget Execution Report with data exported from QuickBooks	Excel Spreadsheet	Governance Commission
Statement of Receipts and Payments Report spreadsheet creates MOF format report with data exported from QuickBooks	Excel Spreadsheet	Governance Commission
QuickBooks Enterprise Solutions 5 user licenses and software provided and set up for the agency	Software	Public Procurement & Concessions Commission
Draft FM Policies & Procedures Manual with Process Maps and Forms detailing PFM law compliant processes	Document/manual	Public Procurement & Concessions Commission
Draft FM Dept. Org. Chart and Job Descriptions, CSA forma, aligned with the above	Documents/graphics	Public Procurement & Concessions Commission
MTEF Budget Formulation spreadsheet supports creation of 3 year budgets including donor and revenue funding allows for scenario testing	Excel Spreadsheet	Public Procurement & Concessions Commission
Budget Execution Report spreadsheet, creates MOF format Budget Execution Report with data exported from QuickBooks	Excel Spreadsheet	Public Procurement & Concessions Commission
Statement of Receipts and Payments Report spreadsheet creates MOF format report with data exported from QuickBooks	Excel Spreadsheet	Public Procurement & Concessions Commission
Flow-Chart for setting up QuickBooks Classes (Department, Cost Centers, Sections, etc.)	Step-By-Step Flow Chart	LIPA and GSA
A bank reconciliation template for reconciling bank accounts	Bank Reconciliation Template	LIPA and CSA

Product Description	Type of Product (Document, Film, etc.)	Institution
Government of Liberia (GOL) chart of account cross-walk for mapping LIPA chart of account to that of the GOL	Chart of Account Cross-Walk template	LIPA
Draft section of the Policies and Procedures Manual for the CSA covering cash management	Section of a P&P Manual	CSA—model/basis for other MACs
LIPA Journal Entry Template to use in recording deposits and making general journal entry. Has embedded chart of accounts on a drop-down list.	Journal Entry Template	LIPA
CSA Operational Funds Ledger-Liberia Dollars. To be used for the full accounting of the operating funds in Liberian dollars	Excel Ledger Template	CSA
CSA Operational Funds Ledger-US Dollars. To be used for the full accounting of the operating	Excel Ledger Template	CSA
CSA GOL Standard Chart of Accounts. To be used for coding transactions	Spreadsheet	CSA
CSA Imprest Fund Set-up Process	Flow Chart	CSA
CSA Monthly Reconciliation Process	Flow Chart	CSA
CSA Imprest Fund Replenishment Process	Flow Chart	CSA
QuickBooks User's Manual developed with the screenshots and step-by-step procedures to aid the first-time QuickBooks users in using the system	QuickBooks User's Manual – Documents (.doc)	LIPA, GC
An accounting period closing checklist to be used by the comptroller or the head of the accounting department for closing of the accounting period	Month-end / Quarter-end and Year-end Closing Checklist – Documents (.doc)	LIPA, CSA
A template developed for the tracking and status of all vouchers processed in IFMIS for payment	Unpaid Voucher Tracker - Spreadsheet	CSA
Operational Fund Ledger – Liberian Dollars. To be used for the full accounting of the operation funds in Liberian dollars	Excel Ledger Template	LIPA
Operational Fund Ledger – US Dollars. To be used for the full accounting of the operation funds in US dollars	Excel Ledger Template	LIPA
Budget Performance Report template use for the reporting of each department execution and performance of the department's budget	Excel Template	LIPA
Petty Cash Composition reporting template use for the compositing and support for the replenishment of the petty cash	Excel Template	LIPA

Product Description	Type of Product (Document, Film, etc.)	Institution
IPSAS Cash Basis Financial Statements with foreign exchange gain/loss calculation template to facilitate preparation of financial statements under IPSAS	Excel Template	LIPA
Human Resources		
MOHSW Health Pay Survey Comprehensive Report – Final	Document (.doc)	MOHSW
MOHSW Health Pay Survey Final Report Presentation	Document (.ppt)	MOHSW
MOHSW Health Pay Survey Lessons Learned Final	Document (.doc)	MOHSW
MOHSW Basic Salary Pay Process Documentation	Document (.doc)	MOHSW
MOHSW Allowance & Incentive Pay Process Documentation	Document (.doc)	MOHSW
MOHSW Payroll Process Maps (with responsibilities and timelines)	Document (.xls/.ppt)	MOHSW
MOHSW Process Map for Conducting Pay Analysis Survey	Document (.xls/.ppt)	MOHSW
Pension Scheme Reform: Final 12-month implementation work plan & roadmap	Document (.xls)	CSA
Governance Manual (Final) – Public Service Pension (PSP) System	Document (.doc)	CSA
Key Initiatives (3) Roadmap and Action Plan – Latest Version: HR Policy; Performance Management System; Civil Service Standing Orders	Document (.xls)	CSA
Performance Management System Framework and Complete Handbook	Document (.doc)	CSA
Performance Management System (PMS) Toolkit (15 - Final):	Documents (.doc)	CSA
Staff Performance Appraisal Plan	Documents (.doc)	CSA
Annual Performance Appraisal Tool/Template Finals Levels 1-4	Documents (.doc)	CSA
Grievance Appeal Process Form	Documents (.doc)	CSA
Employee Self-Assessment Forms Levels 1-4	Documents (.doc)	CSA
Employee Development Plan Form	Documents (.doc)	CSA
Interim Performance/Progress Review Form	Documents (.doc)	CSA
Notice of Substandard Performance	Documents (.doc)	CSA
Peer Review Form	Documents (.doc)	CSA
Upward Evaluation Report	Documents (.doc)	CSA

Product Description	Type of Product (Document, Film, etc.)	Institution
GEMS Technical Steering Committee Workshop Presentation	Document (.ppt)	NCDU/GEMS
Gems Technical Committee Workshop Expectations	Document (.doc)	NCDU/GEMS
Visioning and Change Management Activity Report: Phase I	Document (.doc)	Wave I & II MACS
Visioning & Change Management Work Plan: Wave I MACs	Document (.xls)	Wave I MACs
Visioning & Change Management Work Plan: Wave II MACs	Document (.xls)	Wave II MACs
Visioning and Change Management Activity Report Latest Version: Phase I	Document (.xls)	Wave I & II MACS
Visioning & Change Management Work Plan Latest Version: Wave I MACs	Document (.xls)	Wave I MACs
Visioning & Change Management Work Plan Latest Version: Wave II MACs	Document (.xls)	Wave II MACs
MOPT-Key Initiatives Roadmap and Action Plan	Document (.xls)	MOPT
MOPT Business Requirements Template v4.0 - 27.03.13	Document (.xls)	MOPT
MOPT-Change Visioning Exercise Group Outputs-Version I	Document (.doc)	MOPT
MOPT Provisional Vision & Mission v2.0 25mar13	Document (.doc)	MOPT
USAID GEMS MOPT Change Management Workshop Presentation v5.0 23.03.13	Document (.ppt)	MOPT
USAID GEMS MOPT Visioning Workshop Presentation v3-23.03.13	Document (.ppt)	MOPT
MOE-Change Readiness Exercise Survey Results - 04.04.13	Document (.xls)	MOE
MOE CHANGE VISIONING EXERCISE v2	Document (.doc)	MOE
MOE Business Requirements-Key initiatives Listing V. I	Document (.xls)	MOE
MOE Provisional Vision & Mission v2.0 28mar13	Document (.doc)	MOE
USAID GEMS MOE Change Management Workshop Presentation v5.1 27.03.13	Document (.ppt)	MOE
USAID-GEMS-MOE-Visioning Workshop Presentation v3.1 27Mar13	Document (.ppt)	MOE
NIC Change Management Committee Meeting Observations 31Jan13	Document (.doc)	NIC

Product Description	Type of Product (Document, Film, etc.)	Institution
GEMS-SC-TC-CMC ToR Outline v.3.1	Document (.doc)	Wave I & Wave II MACs
VCM LIPA Action Planning Process v1.0 Feb13	Document (.doc)	LIPA
VCM Key Competencies for Change Management Committee Members v1.0	Document (.doc)	Wave I & Wave II MACs
Revised Standing Orders for the Civil Service, 2012	Document/manual & tools	CSA/MACs
Civil Service Human Resources Policy Manual, 2013 & Toolkit	Document/manual & tools	CSA/MACs
Civil Service Performance Management System, 2013 & Toolkit	Document/manual & tools	CSA/MACs
Cabinet Presentation	PowerPoint Presentation	President & Members of Cabinet
CSA Performance Management Training Plan (Including 3 Modules)	Document	CSA/LIPA
Employment in the Civil Service: A Guide to Selection & Recruitment	Document/manual & tools	CSA/MACs
Pension Scheme Reform: 12-month implementation work plan & roadmap	Document	CSA/GOL
Governance Manual (Best Practices Implementation and Administration) – Public Service Pension (PSP) System	Document/manual & tools	CSA/GOL
Asset Management		
Enhanced Introductory work shop	Power Point	GSA /MACS
Asset Management CD with Policy Guidelines and spreadsheets	CDs	GSA/MACS
Fleet Policy document	Hard and soft Copy	GSA/ MACS
Modular training Manuals	hard and soft	GSA/MACS
Fleet Implementation plan	Hard and soft copy	GSA/MACS
Governance Manual (Best Practices Implementation and Administration) – Public Service Pension (PSP) System	Document/manual	CSA/GOL
Cabinet Presentation	Hard and soft	GSA/MACS
Improved operational Manuel	Hard and soft copy	GSA/MACS

Product Description	Type of Product (Document, Film, etc.)	Institution
Procurement		
Re-wrote procurement manual and developed subsidiary guides for sector specific procurements	i. General Public Procurement Manual ii. Framework and Master Contracting iii. Construction and Civil Works Contracting iv. Health Facilities & Cold Chain Supply Management v. Educational Materials and Supplies vi. Consulting and Professional Services vii. Non-Technical Professional Services viii. Procurement & Licensing of ICT Products and Services	PPCC
Procurement Client Perception Report	Report detailing perception of procurement practitioners, end users and service providers on the implementation of the PPCA and role of the PPCC	PPCC
Information Technology		
Database of Salary Survey returns	Electronic database	MOHSW
Electronic billboard & spare parts	IT infrastructure	MOF
Pre-launch, launch and pilot “Open Budget” content for display on electronic billboard	Computer presentations, animations and films	MOF
System administration manuals for electronic billboard: hardware & software manuals	Document	MOF
Design of “Open Budget” content development team	Document	MOF
Quick Books financial management software	Software application	All
Supplier installation record – IT solution pack	Document - PDF	LIPA, GC, NIC, NBC, CSA, GSA, PPCC
Completed quality control sheet – installation and configuration of IT solution pack	Document - PDF	LIPA, GC, NIC, NBC, CSA, GSA, PPCC
ToR – Systems Administrator Training; includes curriculum	Document - .doc	LIPA, GC, NIC, NBC, GSA, CSA, PPCC
Attendance register – Systems Administrator Training	Document - PDF	LIPA, GC, NIC, NBC, GSA, CSA, PPCC
Supplier installation record – 2 printers and scanner	Document - PDF	NIC

Product Description	Type of Product (Document, Film, etc.)	Institution
Certificate of completion – NBC extended LAN. A small part of the specified work is incomplete, pending completion of building work to an Annex)	Document - PDF	NBC
QuickBooks Enterprise Solutions accounting software - licenses	Document - PDFs	NBC, NIC, PPCC, GC, LIPA, GSA
Loan agreement for use of Smartphone platform	Document - PDF	GC
Equipment return form – Smartphone platform	Document - PDF	GC
Installation and configuration of standard IT infrastructure solution pack (core OFM LAN, File/Application server, UTM device, workstations for core OFM functions, Anti-Virus software, power UPS for core OFM functions, configuration, introductory training)	Hardware, software & services (reflected in technical specifications, delivery documents & installation certificates)	LIPA, GC, NIC, NBC, GSA, PPCC
Installation and configuration of IT infrastructure solution pack (UTM device, network switch, workstations for core OFM functions, 50-user Anti-Virus software licenses, power UPS for core OFM functions, configuration & professional services, introductory training)	Hardware, software & services (reflected in technical specifications, delivery documents & installation certificates)	CSA
Specification of IT infrastructure requirements to support operational requirements	Document	LIPA
IT functional assessments	Document	EPA, FDA, MOPT, MOA, MYS, MOHSW, MOE
Technical specification for internetworking solution for Internal Audit Secretariat services in GOL	Document	IAS
Technical specification for MoF to provide internet coverage to Capital Building	Document	MoF
Specification of institutions extended IT requirements – organizational internetworking & email services (for WB procurement purposes)	Document	PPCC
Specification of institutions extended IT requirements (for GEMS procurement purposes)	Document	NBC
Specification & RFP for extended institutional LAN	Document	NIC
Specification of requirements for institutional web-site development	Document	LIPA
ITIL Foundation training curriculum	Document	Wave I and Wave II Macs
ITIL Foundation training participation & outcomes	Document	Wave I and Wave II Macs
ITIL Foundation certification results	Document	Wave I and Wave II Macs

Product Description	Type of Product (Document, Film, etc.)	Institution
ITIL Training of Trainer curriculum and participation	Document	Wave I and Wave II Macs
ITIL trainer STTA Final Report	Document	Wave I and Wave II Macs
OJT & Task completion certificates	Document	Wave I Macs
Software application and licenses: NCSS	Software & documents	GC, NBC
Bonding agreement between CSA and beneficiaries of USAID-GEMS training	Document	All MACs
Monitoring & Evaluation		
Performance Monitoring Goals and Objectives Worksheet for FM, HR, AM, PM and IT	Worksheet	All Objective I MACs
Performance Monitoring Monthly Report Template for FM, HR, AM, PM and IT	Reporting template	All Objective I MACs
Change Management Committee Draft ToR	Draft terms of reference	All Objective I MACs
Change Management Committee Draft Procedures Manual	Draft procedures manual to record details of CMC functioning	All Objective I MACs
Draft Performance Monitoring Manual for MACs	Manual with worksheets and tools for developing, implementing and reporting on back office performance improvement initiatives	All Objective I MACs
Human Resources Documentation Review Checklist Tool	Record review tool for use in HR performance monitoring related to record-keeping and key HR processes	All Objective I MACs
Procurement Documentation Review Checklist Tool	Record review tool for use in procurement performance monitoring related to record-keeping and key procurement processes	All Objective I MACs
IFMIS Readiness Assessment tool	IT systems review tool for determining IFMIS readiness	All Objective I MACs
LIPA Training Client Satisfaction Survey tool for Trainees	Interview tool for collecting information on training quality and trainee satisfaction	All LIPA trainees
LIPA Training Client Satisfaction Survey tool for Trainee Supervisors	Interview tool for collecting information on training quality and trainee supervisor satisfaction	All LIPA trainee supervisors

Product Description	Type of Product (Document, Film, etc.)	Institution
Procurement Perception Survey draft Interview tools for End Users, Vendors and Procurement staff	Interview tool for collecting information on perceptions related to procurement	All MACs
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		
Objective 2 Status Brief	Document (.doc)	USAID-GEMS
LIPA Strategic Planning First Phase Report – September, 2013	Document (.doc)	USAID-GEMS & LIPA
Class Schedule and Instructors' Assignment	Document (.doc)	USAID-GEMS & LIPA
Work Plan for Accountancy Certification Program	Document (.doc)	USAID-GEMS & LIPA
Course Allocation Sheet	Document (.doc)	USAID-GEMS & LIPA
Master time table, tutors time table and subject time table	Document (.doc)	USAID-GEMS & LIPA
Test Results (Examples)	Documents (pdf & .doc)	USAID-GEMS & LIPA
Report on Accounting Certification Program (from Accounting Instructors)	Document	USAID-GEMS
Towards A Competency-Based Qualifications Framework At LIPA	Document (.doc)	USAID-GEMS & LIPA
LIPA Library Capacity Building Support Work Plan	Document (.doc)	USAID-GEMS & LIPA
LIPA Library Focus Group Discussion Tool	Document (.doc)	LIPA
LIPA Library User Needs Satisfaction Assessment Tool	Document (.doc)	LIPA
Library User Needs Assessment Report	Document (.doc)	USAID-GEMS & LIPA
LIPA Library Strategy	Document (.doc)	USAID-GEMS & LIPA
LIPA Library Vision & Mission Statements	Document (.doc)	LIPA
LIPA Library Guide	Publisher	LIPA
LIPA Library Operational Manuals & Policies	Document	USAID-GEMS & LIPA
LIPA Web-based Library Management system	http://lipa.gov.lr/public/2content.php?sub=156&related=44&third=156&pg=sp	LIPA
LIPA Functional Library Portal	See LIPA website (as above)	
LIPA Institutional Repository Agreement	Document (.doc)	LIPA
LIPA Library Photocopying Policy	Document (.doc)	LIPA
LIPA Library Orientation Procedure	Document (.doc)	LIPA

Product Description	Type of Product (Document, Film, etc.)	Institution
LIPA Library Information Literacy Skills Session Outline	Document (.doc)	LIPA
LIPA Library Orientation Session Guidelines	Document (.doc)	LIPA
LIPA License Note	Document (.doc)	LIPA
LIPA Library Notice	Document (.doc)	LIPA
LIPA Plagiarism Prevention-Recommendations	Document (.doc)	LIPA
TraiNet Reports (Monthly, Quarterly)	Document (.doc)	USAID-GEMS
TraiNet Report for FY13	Document (.doc)	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		
ToR for Training Specialist to design coursework and methods for CIO regime	Document	MOPT
CIO Training curriculum	Document - .doc	MOPT
CIO draft Training curriculum, coursework and methods	Presentation - PowerPoint	MOPT
MOPT Work Plan– A short term development roadmap	Document - .doc	MOPT
Short-term development roadmap & workplan for USAID-GEMS assistance with GOL ICT initiatives	Document	MOPT
TOR – National Enterprise Architect Expert	Document	MOPT
TOR – ICT Organizational Design Expert	Document	MOPT
CICTO course materials: <ul style="list-style-type: none"> • Case studies • Capstones • Handouts • Detailed syllabi • List of reading materials PowerPoint presentations	Documents PowerPoint presentations	MOPT
Presentation to Hon Min Norkeh on strategic benefit of ITIL to GOL	PowerPoint presentation	MOPT
Draft concept note: National Research and Education Network	Document	MOPT, GoL
Objective 4: Management of natural resource concessions is more efficient, effective and transparent due to a modified legal framework that clarifies the roles and responsibilities of relevant GOL institutions and the introduction of management and oversight tools utilizing automated ICT-based systems		
National Concessions Cadastre Roadmap	Document	NBC and CGEs
Forestry Economic and Revenue Models	Excel Workbook	NBC and FDA

Product Description	Type of Product (Document, Film, etc.)	Institution
Rubber and Oil Palm Economic Models	Excel Workbook	NBC and MOA
Analysis of Forestry Sector	Document	NBC and FDA
Objective 5: GOL is able to establish and utilize a national payment system in line with international and regional standards and that enables accurate and timely processing and reconciliation of GOL payments to vendors and civil servants, utilizing mobile technologies where feasible		
MOR-DOR Production Report	Document	MOF
ASYCUDA – TAS Interface Application	Document	MOF
ASYCUDA – TAS Integration Taxpayer Info	Document	MOF
ASYCUDA – TAS Interface	Document	MOF
Bank Supervision Roadmap	Document	CBL
Interface work breakdown structure	MS Project	MOF
ATM Assessment report	Document	CBL
Communications Strategy – exit report	Document	CBL/MOF
Mobil Money Cost Benefit Analysis	Document	CBL/MOF
Special Projects		
USAID-GEMS Gender Analysis Report & Annexes	Document (Word)	All Wave I and II Institutions
National Capacity Development Assessment Database	Spreadsheet (Excel)	All Wave I and II Institutions

TABLE 2: LIST OF TRAININGS, WORKSHOPS AND EVENTS

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Objective 1: GOL Management Systems					
Financial Management					
LIPA	QuickBooks Training Session 1	11/14/2012 – 11/15/2012	15	6	Wave I MACs staff in Accounting, Finance, and Internal Audit – GSA, LIPA, GC, NIC, PPCC, NBC And staff from USAID-GEMS Finance office
LIPA	QuickBooks Training Section 2	11/21/2012 – 11/22/2012	11	5	Wave I MACS staff in Accounting, Finance, and Internal Audit – GSA, LIPA, GC, NIC, PPCC, NBC and staff from USAID-GEMS Finance office
LIPA	Public Financial Management (PFM) Orientation Training 1	12/6/2012 – 12/6/2012	6	4	Wave I MACs staff in Accounting, Finance and Internal Audit – GSA, LIPA, GC, NIC, PPCC, NBC and CSA
LIPA	Public Financial Management (PFM) Orientation Training 2	12/7/2012 – 12/7/2012	14	16	Wave I MACs staff in Accounting, Finance and Internal Audit – GSA, LIPA, GC, NIC, PPCC, NBC and CSA
LIPA	Public Financial Management (PFM) Orientation Training 3	12/10/2012 -	20	4	Wave I MACs staff in Accounting, Finance and Internal Audit – GSA, LIPA, GC, NIC, PPCC, NBC and CSA
NIC	GOL Chart of Accounts and Budget Structure; Preparing & Executing MTEF Budgets	10/11/2012	13	3	Accounting/Finance/ Auditing Staff
LIPA	Public Sector Accountancy Training	11/14/2012	9	1	Accounting/Finance/ Auditing Staff
LIPA	Public Sector Accountancy Training	11/15/2012	6	5	Accounting/Finance/ Auditing Staff

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
GC	On the job training: 1. QuickBooks set up and use 2. MTEF budget formulation 3. MTEF budget execution 4. Expense & payment process 5. ME Closing & Reporting 6. Cash & Bank AC management 7. PFM Law compliance 8. M&E for FM	various	3	1	All accounting and finance staff
PPCC	On the job training: 1. QuickBooks set up and use 2. MTEF budget formulation 3. MTEF budget execution 4. Expense & payment process 5. ME Closing & Reporting 6. Cash & Bank AC management 7. PFM Law compliance 8. M&E for FM	various	3	0	All accounting and finance staff
LIPA, GSA	On-the-job training: 1. QuickBooks step-by-step set-up (creating company file, setting-up the chart of accounts, setting-up the budget, etc.)	Various	7	6	Accounting, Finance and Internal audit staff

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
LIPA, CSA	On-the-job training: 1. Budget formulation and execution template 2. Allotment and payment processes 3. Cash and bank management processes 4. Month-end and year-end closing processes 5. PFM Law compliance accounting and reporting processes (including the accounting cycle)	Various	5	5	Accounting and Finance staff
LIPA	On-the-job training: 1. Using the QuickBooks User's Manual 2. Using and operating the QuickBooks accounting software	Various	2	3	Accounting and Finance staff
NBC	OJT in QuickBooks 1	Various	0	1	Accounting and Finance staff
NIC	OJT Accounting & QuickBooks		1	0	Accounting and Finance staff
NIC	OJT in QuickBooks 1		6	3	Accounting and Finance staff
NIC	OJT in QuickBooks 2		3	1	Accounting and Finance staff
Human Resources					
Monrovia (Paynesville)	MoHSW Change Management Overview to Communications Planning	28-Jan-13	8	3	Administration and Planning managers
Monrovia (Mamba Pt)	LIPA Change Management: CMC Constitution & Orientation	4-Feb-13	4	2	LIPA Change Management Committee Members

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Monrovia (Mamba Pt)	LIPA Change Management: Action Planning Instruction	12-Feb-13	4	1	LIPA Change Management Committee Members
Monrovia (IBI Office—Mamba Pt)	CSA HRPM and PMS Focus Group Validation 2-Day workshop	6-7 Mar-13	19	8	Focus group of HR leaders/professional community from the following institutions: 1] MoF, 2]MoE, 3]MoH, 4]MoA, 5]MoPT, 6]MPW, 7]GC, 8]LIPA, 9]GSA, 10]CSA.
Monrovia (PA's Ribhouse—Airfield)	2-Day Official launch of three key initiatives from CSA: 1] Civil Service Standing Orders, 2] Human Resources Policy, 3] Performance Management System	20-21 Mar-13	61	32	Members of President's Cabinet, key Ministers and Deputy Ministers of Administration from 40 M&As, HR Directors.
Monrovia (Mamba Pt. Hotel)	2-Day Visioning & Change Management Workshop for MoPT	25-26 Mar-13	20	9	Leadership team from MoPT – Minister, DMs, AMs, and Directors.
Monrovia (Mamba Pt. Hotel)	2-Day Visioning & Change Management Workshop for MoE	28-29 Mar-13	17	10	Leadership team from MoE – Minister, DMs, AMs, and Directors.
Monrovia (IBI Office-Mamba Point)	CSA Selection & Recruitment Process Validation Workshop	9-June-2013	12	5	Focus group of HR leaders/professionals community from the following institutions: 1. GSA, 2. MOH, 3. EPA, 4. CSA, 5. MPW, 6. LIPA, 7. MOJ, 8. MOF, and 9. LTA
Asset Management					
GC	Introduction to fleet/asset tools & guidelines	January 11, 2013	9	0	Chief driver, Maintenance Manager, Generator operator. Drivers
CSA	Introduction to fleet/asset tools & guidelines	January 23, 2013	19	0	Transport officer, Electricians, Drivers, GSA coordinator, Maintenance Supervisor, AC Technician
NIC	Asset/Fleet management overview	March 27, 2013	18	2	Transport supervisor, Electrician, Drivers, Asset Manager, AC Technician, Filing clerk

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
PPCC	Asset/Fleet management overview	March 28 2013	6	6	Accountant, Procurement officer, Finance manager, Maintenance Chief, IT officer, Drivers
CSA	Asset/ Fleet management introduction	April 3, 2013	18	0	Transport officer, Sr. procurement officer, Maintenance officer, IT officer, GSA coordinator, Procure specialist, Drivers, Sr. account officer
MOH	Asset/Fleet management introduction	April 17, 2013	4	0	Transport Director, Fixed asset accountant, Transport supervisor, Asst. Minister for Administration
NIC	Vehicle & Generator preventive maintenance	May 16, 2013	11	1	Asst. Manager, Transport Supervisor, Electricians, Warehouse supervisor, Drivers, Filing clerk
CSA	Vehicle & Generator preventive maintenance	May 17, 2013	16	0	Transport officer, Maintenance supervisor, Drivers, Electricians, GSA coordinator,
EPA	Asset/Fleet management introductory	June 7, 2013	19	3	Data manager, Administrator, Personnel analyst, Procurement supervisor, Ware house Supervisor, Drivers, IT, Transport supervisor, Internal audit officer, Budget analyst, USAID Economic governance Specialist
LIPA	Asset /Fleet management introductory	June 21, 2013	24	3	DG, DDG/Adm., GSA coordinator, Electrician, GS Director. procurement officer, Mechanics, Drivers
EPA	Vehicle management record keeping tools	August 2, 2013	11	0	Transport supervisor, Drivers
EPA	Vehicle preventive maintenance	August 7, 2013	18	0	Transport manager, Drivers,
GC	Asset/Fleet management introductory	August 9, 2013	31	9	Commissioners, HR Director, Admin. Asst. Maintenance supervisor, Account, IT officer, Policy analyst, Drivers, Electricians, Research assistant, Procurement officer

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
GC	Vehicle preventive maintenance	August 13 –14, 2013	12	0	Maintenance supervisor, drivers,
EPA	Generator preventive maintenance	August 15, 2013	11	5	Drivers, Generator operators, Electricians, Officer assistants, Auto electrician, Maintenance, janitors
LIPA	Generator preventive maintenance	August 30, 2013	4	0	GSO, Electrician/Generator operator
LIPA	Vehicle preventive maintenance	August 31, 2013	10	0	GSO, drivers, GSA coordinator,
LIPA	Vehicle management record keeping tools	September 12, 2013	19	0	GSO, drivers, GSA coordinator,
FDA	Asset/ Fleet management introductory	September 17, 2013	15	5	Asset officer, Transport officer, HR mgr., IT manager, GS Mgr., Accountant, Forest conservation officer, drivers, Generator operator
GC	Generator preventive maintenance	September 19, 2013	18	1	Maintenance Supervisor, Generator operators, Procurement officer, Commissioner, Drivers
MOE	Asset/Fleet management introductory	September 24, 2013	10	1	Accountant, procurement clerk, Auditor, drivers, Admin. Asst., GS Director, mechanic, Act transport director
EPA	Generator preventive maintenance	September 30, 2013	7	0	Electricians, Act. Maintenance supervisor, Generator operators, Transport supervisor
LIPA	Vehicle preventive maintenance	August 31, 2013	10	0	GSO, drivers, GSA coordinator,
Procurement					
SKD Sports Stadium	Procurement Process and Planning	Apr. 30 to May 2, 2013	165	40	GOL Assist. Ministers (DMD); Finance; Procurement Officers and Internal Auditors
PPCC	Procurement Plan Hearing Clinic	13 th to 28 th May, 2013			All GOL procurement and finance officers
LIPA	Procurement Audit Workshop	15 th June, 2013	55	18	Internal Auditors of Internal Audit Institute and our MACs

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
CITY HALL	Procurement Workshop for Private Sector	June 25-27			Private sector service providers
LIPA	Procurement Workshop for Procurement Committee Members	July 30, 2013	14	12	Procurement Committee members of our MACs
IBI Conference Room	Workshop of Data Management and Record Keeping for our MACs	September 12, 2013	47	14	Procurement officers and filing clerks/secretaries of our MACs
Information Technology					
Starz College	Microsoft Systems Administrations modules: Small Business Server 2011 (70-169 TS), Infrastructure (70-142), Active Directory (70-640)	1-22 May	16		IT Officers from Wave I MACs and MOPT
Starz College	Cisco Certified Network Associate	1-16 Apr	15		IT Officers from Wave I MACs and MOPT
Starz College	Cyberoam Certified Network & Security Professional	17-30 Apr	14		IT Officers from Wave I MACs and MOPT
Ministry of Finance	3 days OJT training for electronic billboard hardware and software troubleshooting	29 June	2		MOF Network Analysts
NIC	OJT for know-how to add new resources to the ICT safe zone for Financial Management	24 May	3		Members of the MAC IT unit
PPCC, NIC, NBC, GSA, LIPA, GC, CSA	Ongoing OJT to sustain implementation of ICT solution pack				Members of the MAC IT units
MOPT, MOF, LIBTELCO, GAC et al	Convened a round-table meeting with senior IT decision makers for knowledge-share/community of practice		6		Senior ICT leadership at the institutions

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
MOPT, MOF, Wave I & Wave II institutions	CICTO Training Program Course Pilot	22-25 July	19	1	Members of the MAC IT units & IT leadership
GC	I.T. DoForms Design Training	18 Jan	2	3	
GC	I.T. Use of smartphone platform for governance survey				Governance study enumerators
Wave I	Intro to GEMS IT Solution Package Deployment	28 Feb	16	0	Members of the MAC IT units
Monitoring & Evaluation					
LIPA	Performance Monitoring of Financial Management	6/12/2013	10	7	MAC FM staff, M&E staff and M&E Points of Contact
MYS	Change Management	9/2/2013	25	4	MAC CMC Members
PA's Ribhouse	Change Management and Measurement	9/4/2013	41	10	MAC CMC Members from LIPA, NIC, EPA, FDA, MYS, and MoPT
Cape Hotel	Change Management and Communications	9/25/2013	36	5	MAC CMC Members from GC, NBC, CSA, GSA, and PPCC
Cape Hotel	Change Measurement	9/25/2013	29	5	MAC CMC Members from GC, NBC, CSA, GSA, and PPCC
Objective 2: Institutional capacity of LIPA enhanced.					
LIPA	LIPA rebranding workshop	12/2-6/2012	11	4	LIPA technical team
LIPA	TOT	10/8-10/2012	21	5	LIPA technical team
LIPA	TOT Introduction	10/3-4/2012	6	2	LIPA Trainers
LIPA	M&E Planning workshop	3/21/2013	7	3	LIPA Technical team
LIPA	LIPA Strategic planning workshop	9/10-13/2013	22	7	LIPA Technical team

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Objective 3: GOL institutions using ICT more effectively.					
Wave I & Wave II	ITIL Foundation 2011 Pilot TOT	10 Sep	20	0	Members of the MAC IT units
Wave I & Wave II	ITIL Foundation 2011 Training – Batch 1	19-23 Aug	16	3	Members of the MAC IT units
Wave I & Wave II	ITIL Foundation 2011 Training – Batch 2	26-30 Aug	21	1	Members of the MAC IT units
Wave I & Wave II	ITIL Foundation 2011 Training – Batch 3	2-7 Sep	20	2	Members of the MAC IT units
LIPA	LIPA E-Learning Strategy development I	13 Sep	8	2	LIPA staff
LIPA	LIPA-Web Site Design workshop	5 Sep			LIPA staff
MOPT, MOF, LTA, Universities et al	MOPT - CIO Training Design Workshop	14 Mar	29	5	GoL ICT Stakeholders
MOPT	MOPT - ICT Road Map Workshop Day 1	24 Jan	9	1	MOPT ICT & Technical Departments
MOPT	MOPT - ICT Road Map Workshop Day 2	7 Feb	7	0	MOPT ICT & Technical Departments
MOPT	MOPT - ICT Road Map Workshop Day 3	20 Feb	4	0	MOPT ICT & Technical Departments
Objective 5: Utilizing a National Payment System					
Freeport of Monrovia	ASYCUDA – TAS interface	30 May	11		International Bank, MOF DoR

**TABLE 3: LIST OF EQUIPMENT AND MATERIALS PURCHASED
(Oct. 1, 2012–Sept. 30, 2013)**

Item	Destination of Equipment	Amount Expended (USD)
Canon IR 2420 photocopier for USAID_GEMS Advisors (2nd floor)	USAID-GEMS	\$ 2,750.00
4 crown batteries 6V (DRP525) 1-battery rack, battery cables & lugs and engineering & Installation	USAID-GEMS	\$ 3,000.00
3 pcs office desks 120 x 80, 4 pcs office chairs and 1 metal 4 drawers filing cabinet	USAID-GEMS	\$ 1,325.00
6 CRP525 RE series batteries, 6 V Cell @ US\$420.00 per pc, Combiner Box, Fuses and Arrestor, Battery rack, etc	USAID-GEMS	\$ 14,595.00
1 DLX Brand Stabilizer, 40KVA, 3 phase, 380volts Model # DLX-SVC-40K-3P voltage regulator	USAID-GEMS	\$ 3,600.00
11 pcs of UPS, 9 pcs of Epson Printers, 9 pcs of desktop computers, 1 Canon photocopier & 1 HP LaserJet printer for the Tax Authority Revenue Centers—RIA, National Archives, Temple of justice	MOF	\$ 18,400.00
Local Area Network cabling (cables, ports, switches, labor) in all NBC premises for Internet connectivity	NBC	\$ 29,116.50
IT equipment (4 desktops computers, 1 server, 5 UPSs, firewall software licenses, cables) Installation, configuration, LAN and training (IT Solution package)	NBC	\$ 22,000.00
IT equipment (5 desktops computers, 1 server, 6 UPSs, firewall software licenses, cables) Installation, configuration, LAN and training (IT Solution package)	GC	\$ 28,760.00
IT equipment (5 desktops computers, 1 server, 2 network printers, 8 UPSs, firewall, software licenses) Installation, configuration, LAN and training (IT Solution package)	NIC	\$ 34,555.00
IT equipment (5 desktops computers, 1 server, 6 UPSs, firewall, software licenses) Installation, configuration, LAN and training (IT Solution package)	LIPA	\$ 28,450.00
IT equipment (1 server, 1 network printer, 1 scanner, 3 hard drives, 1 UPSs, firewall, software licenses, labor) Installation, configuration, LAN and training (IT Solution package)	CSA	\$ 27,480.00
IT equipment (5 desktops computers, 1 server, 7 UPSs, 1 network printer, 1 scanner, firewall software licenses, labor) Installation, configuration, LAN and training (IT Solution package)	PPCC	\$ 31,551.30
IT equipment (7 desktops computers, 1 server, 9 UPSs, 1 network printer, 1 scanner, firewall software licenses, cables) Installation, configuration, LAN and training (IT Solution package)	GSA	\$ 34,085.70
10 office desks, 10 office chairs, 10 visitors chairs, 5 metal cabinets for the Tax Authority Revenue Centers—RIA, National Archives, Temple of justice	MOF	\$ 3,375.00

Item	Destination of Equipment	Amount Expended (USD)
4 uninterrupted power supplies; 3 six port heavy duty surge protectors—MOF tax payer center	MOF	\$ 529.00
5 pieces A/C split units 24000BTU and 5 split units bracket for the Tax Authority Revenue Centers—RIA, National Archives, Temple of justice	MOF	\$ 5,500.00
1 Office safe, fire proof 130kg heavy duty with wheels and 2 keys for finance management unit	LIPA	\$ 742.50
1 Office safe, fire proof 130kg heavy duty with wheels and 2 keys for finance management unit	NBC	\$ 742.50
1 Office safe, fire proof 130kg heavy duty with wheels and 2 keys for finance management unit	PPCC	\$ 742.50
1 Office safe, fire proof 130kg heavy duty with wheels and 2 keys for finance management unit	GC	\$ 742.50
1 Office safe, fire proof 130kg heavy duty with wheels and 2 keys for finance management unit	GSA	\$ 742.50
1 Office safe, fire proof 130kg heavy duty with wheels and 2 keys for finance management unit	CSA	\$ 742.50
TOTAL		\$ 293,527.50

TABLE 4: FY 13 STTA CONSULTANTS

Specialist Name (Last, First)	Purpose of consultation	Achievements
Adams, Dwight <i>Graphic Designer</i>	To assist the OBI team in communicating information for the OBI Electronic Billboard that would be understood by the target audience of Liberians with low levels of literacy and numeracy.	Designed and developed animations for the OBI Electronic Billboard that communicated information on Liberian demographics, comparisons to other African countries, and financial data.
Appiah, Nicholas <i>Strategic Planning Specialist</i>	To develop a strategic plan for LIPA to strengthen its program delivery.	Facilitated foundational discussion between LIPA and stakeholders that resulted in agreement upon key strategic issues and objectives. This will lead into the development of a detailed strategic plan in FY14Q1.
Apronti, Tsri <i>Procurement Advisor</i>	To finalize the General Public Procurement Manual reflecting the 2010 amendments to the PPCA, and to complete the manual's appendices and supplementary materials.	Drafted the Procurement Manual and tools, and facilitated a discussion on them with PPCC and the Procurement Community of Practice. Incorporated feedback into a final version of the document to ensure it was relevant and useful to practitioners.
Atuilik, William Bonsu, Victor and Kurang, Alhaji <i>Accounting Instructor</i>	To initiate a pilot program in accountancy certification training at LIPA to address the dearth of financial management competence in the public and private sectors.	Revised and enhanced accounting curriculum to integrate credentialed programs. Increased student enrollment in LIPA's accounting technician courses (from 16 to 61) and accounting professional courses (from 35 to 143). Delivering accountancy courses at two universities.
Brumskine, Estelle <i>Consultant to the Internal Audit Secretariat</i>	To develop and complete the documents for IAS use in implementing the GOL's Internal Audit Strategy.	Completed the following documents: (1) Procedures for the Set-up and the Effective Functioning of the GOL Internal Audit Departments; (2) Code of Conduct and Ethics; (3) Internal Audit Manual; and (4) Operational Procedural Manual.

Specialist Name (Last, First)	Purpose of consultation	Achievements
Cooper, Charles Dorme <i>Graphic Designer</i>	To assist the OBI team in communicating information for the OBI Electronic Billboard that would be understood by the target audience of Liberians with low levels of literacy and numeracy.	Designed presentation templates and color palettes, as well as develop opening animations for the slide show and for selected financial data.
Crawford, Melvin <i>Perception Survey Specialist</i>	To obtain a baseline on public perception of the procurement law, its implementation and the oversight role of the PPCC.	Produced survey and analysis that provided insight into the perception of end-users, procurement officers and vendors on the implementation of the PPCA. This information will inform the PPCC's planned Annual Forum with stakeholders and also enable the PPCC to address identified concerns.
Dennis, Sharon <i>Health Worker Pay Analysis Specialist</i>	To assist with the completion of final deliverables to the MoHSW Health Worker Pay Survey and Analysis.	Completed process-mapping of the health pay survey process and related payroll process, in addition to a final report detailing the findings, recommendations and roadmap for implementation.
Dziggle, Oliver <i>Mobile Money</i>	To work with the payments advisor to facilitate communications and deliverables between the MOE (including Advancing Youth), the MOF, Lonestar, EcoBank, CBL and the mobile money pilot participants.	Developed an implementation plan for the rollout of GOL mobile money initiatives for both employees' salaries and tax collections, and facilitated discussions for expanded participation and increasing competition in service delivery.
Gasana, Charles <i>Fleet Policy Implementation Consultant</i>	To be imbedded at the GSA to assist with roll-out of the GOL's new fleet policy.	Conducted presentation on fleet policy implementation and recommendations to the GSA and stakeholders.
Gilboy, Andrew <i>Institutional Development Specialist</i>	To deliver training to LIPA staff in Adult Learning Techniques and to enhance curriculum development, design and offerings.	Worked with LIPA staff to develop a framework for the standardization of all LIPA curricula and to reach agreement upon LIPA's course offerings for 2013, as well as a master training schedule.
Gilboy, Andrew <i>AGChange Corporate Consultation</i>	To review the implementation of AGC work plans and to strategize for the upcoming activities under the GEMS training component.	Finalized TORs for upcoming AGC consultancies and agreed upon AGC work objectives.

Specialist Name (Last, First)	Purpose of consultation	Achievements
Head, Kate <i>Communications Consultant</i>	To develop a financial services communication strategy highlighting the strength and security of the financial services environment; the benefits of leaving portions of employees' direct deposit salaries in bank accounts; and the coming benefits of mobile money	Facilitated focus groups, and produced media messages and brochures aimed at increasing acceptance and adoption of mMoney salary and revenue payments among GOL workers residing outside of Monrovia.
Hopkins, Dan <i>Graphic Designer</i>	To assist the OBI team in communicating information for the OBI Electronic Billboard that would be understood by the target audience of Liberians with low levels of literacy and numeracy.	Designed and developed icons and graphics that animated the storyboard developed for the OBI Electronic Billboard.
Hoskings, David <i>Cadastre Specialist</i>	To review the existing policy, legal, regulatory and institutional frameworks for concessions management and to assess the needs of relevant ministries and agencies.	Formulated a roadmap for the development of a national concessions cadastre, and gained stakeholder buy-in for the cadastre at an inter-agency workshop that included MLME, NBC, MOA, NIC, and FDA.
Kamanga, Rogers <i>Organizational Development and Change Specialist</i>	To conduct training for Wave I MAC's on change management programs and the establishment of Change Management Committees (CMC's).	Co-facilitated a workshop for LIPA on organizational rebranding and facilitated visioning workshops for the MOE and the MOPT. Provided support to newly formed Wave I CMC's.
Mensah, Rainsfor <i>Information Technology Infrastructure Library Foundation Trainer and Advisor</i>	To introduce an improved practice of IT service management in USAID-GEMS-supported MACs.	Conducted ITIL Foundational Training at LIPA for 62 staff from across Wave I and Wave II institutions. Conducted Training of Trainers (ToT) for 12 of the top performers, laying the foundation for GoL to conduct its own ITIL training in the future
Napolitano, John <i>Mobile Money Specialist</i>	To undertake an analysis of the costs and benefits of paying GOL salaries and collecting tax payments via mobile money rather than using current payment methods.	Worked with the MOF DOR to determine the cost savings and revenue forecasts of using mobile money. Prepared report and presented findings to stakeholders that reinforced GOL commitment to pursuing mMoney payments.

Specialist Name (Last, First)	Purpose of consultation	Achievements
Njoroge, George <i>Library Systems Specialist</i>	To improve the capacity of LIPA library services so it can effectively support training, research and consultancy services.	Developed a strategy for building the capacity of the LIPA library. Produced library guides and manuals, as well as a web-based library management system and online portal. Facilitated workshop on library systems management for LIPA and stakeholders (universities, library association, MACs, etc.).
Parker, David <i>Agricultural Economist for Rubber and Oil Palm</i>	To develop models for costing, price structures and formulas for oil palm and rubber production and the fiscal regime for processing operations in Liberia	Prepared projections of total future revenue collection from rubber and oil palm production under a range of future production scenarios, and presented models to stakeholders. Facilitated trips to Firestone and Sime Darby with counterparts from the NBC and MOA.
Poire, Valerie <i>Communications Consultant</i>	To continue the development of a storyboard for the OBI Electronic Billboard that successfully communicates financial and budgetary information to the everyday “man on the street.”	Developed OBI storyboard and prepared for billboard launch. Built the capacity of the MOF IT to generate new content for the billboard and sustain its operation without USAID-GEMS assistance.
Richardson, Meredith <i>Gender Specialist</i>	To identify constraints and opportunities for gender-transformative programming in line with USAID-GEMS objectives.	Developed a GEMS-wide gender analysis and strategy, as well as functional-level action plans for incorporating gender considerations into the Wave II MAC assessments and each of the project’s five objectives.
Schnapper, Melvin <i>Organizational Development and Change Specialist</i>	To introduce Wave II MACs to change management tools that will reinforce and promote institutional performance improvements in line with USAID-GEMS interventions.	Assisted in the development of change management training and workshop materials for Wave II MACs, including the formation of CMCs.
Tejeda, Felipe <i>Curriculum Development Specialist</i>	To support LIPA trainers to develop, review and revise training materials for the 23 courses that will be included in the 2013 LIPA Course Schedule.	Ensured that training methodologies and curricula for the 2013 LIPA Course Schedule followed consistent, standardized frameworks and best practice guidelines.

Specialist Name (Last, First)	Purpose of consultation	Achievements
Tejeda, Felipe <i>Capacity Development Specialist</i>	To help LIPA implement the recommendations made at the conclusion of the Capacity Development Needs Assessment carried out in May-June 2012.	Oriented and trained members of the Needs Assessment Task team in determining capacity development gaps across the GOL and strengthening LIPA's capacity to deliver trainings that address those needs.
Tulay, Vafolay <i>CIO Training Specialist</i>	To design and develop training curricula, modules and materials for the CIO Regime, consistent with international good practice and in-line with the needs of the GOL and the MOPT.	Finalized CIO curricula and facilitated a workshop at which these training and roll-out plans were validated by the MOPT and various stakeholders.
Whitlock, Kevin <i>Agricultural Economist for Forestry</i>	To develop models for costing, price structures and revenue generation for forestry operations in Liberia.	Prepared and conducted training on spreadsheet models that allow NBC personnel to analyze the financial aspects of proposed and existing forestry concessions. Presented recommendations for improving the tax regime.

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

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