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

QUARTERLY PROGRESS REPORT:  
OCTOBER–DECEMBER 2013 (FY14, Q1)



## **JANUARY 2014**

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Cover Photo: ITIL 2011 Foundation training sessions conducted by USAID-GEMS. The participants took a mock exam that was used to determine the candidates' final qualification for ITIL 2011 Foundation International Certification Exam.

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## **DISCLAIMER**

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## ACRONYMS

AfDB	African Development Bank
AM	Asset Management
ASYCUDA	Automated System for Customs Data
AYP	Advancing Youth Program
BOC	Bureau of Concessions
CAG	Controller and Accounting General
CBL	Central Bank of Liberia
CCN	Cooperating Country National
CICTO	Chief Information and Communication Technology Officer
CIO	Chief Information Officer
CMC	Change Management Committee
COP	Chief of Party
CSA	Civil Service Agency
DDG	Deputy Director General
DG	Director General
DoB	Department of Budget
DoR	Department of Revenue
EPA	Environmental Protection Agency (Liberia)
ESS	Employee/Staff Satisfaction Survey
FDA	Forestry Development Authority
FM	Financial Management
FY	Fiscal Year
GAC	General Auditing Commission
GC	Governance Commission
GOL	Government of Liberia
GSA	General Services Agency
HICD	Human and Institutional Capacity Development
HR	Human Resources
HRM	Human Resources Management
IAA	Internal Audit Agency
ICT	Information and Communication Technology
ICTGB	Information and Communications Technology Governance Board
IFMIS	Integrated Financial Management Information System

IMCC	Inter-Ministerial Concessions Commission
IPSAS	International Public Sector Accounting Standards
IT	Information Technology
LAN	Local Area Network
LBDI	Liberian Bank for Development and Investment
LICPA	Liberian Institute of Certified Public Accountants
LIPA	Liberia Institute of Public Administration
LPRC	Liberia Petroleum Refining Company
LTA	Liberia Telecommunications Authority
LTTA	Long-term Technical Assistance
LYEP	Liberia Youth Employment Program
MAC	Ministry, Agency, & Commission
MIS	Management Information System
MLME	Ministry of Lands, Mines & Energy
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOE	Ministry of Education
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunications
MOU	Memorandum of Understanding
MPW	Ministry of Public Works
MTEF	Medium Term Expenditure Framework
MYS	Ministry of Youth & Sports
NBC	National Bureau of Concessions
NCDS	National Capacity Development Strategy
NCDU	National Capacity Development Unit
NGO	Non-governmental Organization
NIC	National Investment Commission
OBI	Open Budget Initiative
OGI	Open Governance Initiative
PFM	Public Financial Management
PFMRCU	Public Financial Management Reforms Coordinating Unit
PFMRIU	Public Financial Management Reform Implementation Unit
PM/PA	Performance Management/Assessment
PMO	Project Management Office



PMP	Performance Management Plan
PPCA	Public Procurement and Concessions Act
PPCC	Public Procurement and Concessions Commission
PPM	Public Procurement Manual
STTA	Short-term Technical Assistance
TA	Technical Assistance
TAS	Tax Automation System
TNA	Training Needs Assessment
USAID	United States Agency for International Development
USAID AYP	USAID Advancing Youth Project
USAID-GEMS	USAID Governance and Economic Management Support Project
VCM	Visioning and Change Management Workshop
VCMC	Visioning and Change Management Committee
WB	World Bank



## **EXECUTIVE SUMMARY**

This report covers activities and project operations undertaken by the United States Agency for International Development's Governance and Economic Management Support (USAID-GEMS) project from October through December 2013 (FY14, Q1) and provides details on both the implementation of the approved work plan and project management plan (PMP).

During this quarter, USAID-GEMS signed the second Memoranda of Understanding (MOU) with the Ministry of Agriculture. The ministry is the last of the fourteen MACs in which USAID-GEMS will be providing back-office support in the six functional areas, under Objective I. With the signing of this last MOU, the functional areas under Objective I are now all in full implementation mode, scheduling regular visits to each of the MACs to provide on-the-job training to MAC personnel.

In lieu of a Technical Meeting this quarter the COP, DCOP-Technical and the focal point for each MAC visited each of the institutions in which the project functional area advisors have been working for at least three months. At each meeting, the MAC representatives, usually the minister or director general, were given a status report on USAID-GEMS intervention in the MAC, highlighting progress made and also discussing challenges which affect progress. The reports generated good discussions between the project and the MACs and helped to remove some roadblocks in the project's progress. After the meeting, all comments from the meeting were incorporated into the USAID-GEMS status report and then the revised document was shared with the corresponding MAC along with a synopsis of the USAID-GEMS FY13 Annual Report.

## **ACHIEVEMENTS**

During FY14 Q1, USAID-GEMS advisors followed the approved work plan and actively provided technical assistance to all of the Wave I MACs and began interventions to help close the identified performance gaps in Wave II MACs. This support yielded the following notable achievements:

### **Objective I, GOL Management Systems**

- The technical assistance, computers, automated accounting software, formal and on the job training provided to NIC has enabled them, for the first time, to produce annual financial statements. The 2013 financial statements are being used as the basis for their audit by the General Auditing Commission.
- The final draft of the Financial Management Policies and Procedures manual has been presented to the top management of the Ministry of Education for discussion and approval.
- The FM team has been engaging the Department of the Budget to jointly develop workshop materials, which will be presented to the MACs in a workshop during the second quarter.
- To ensure that the internal auditors at the MACs are aware of and understand the interim financial management systems, the FM team included them in the QuickBooks accounting software training provided through LIPA during the quarter.

- A “Quarterly FM Performance Report” was finalized and utilized at the EPA. The report collects data to determine progress on GEMS indicators for the MAC management and Change Management Committee.
- The HR team reviewed the CSA draft recruitment and selection process and handbook and made recommendations for improvement. The CSA and USAID-GEMS are working together to ensure the processes and tools are user friendly.
- The GSA Employee Handbook has been completed and is ready for distribution to their staff.
- The HR advisory team also supported implementation of CSA Performance Management/ Appraisal System through on-the-job training for a team of HR professionals at the Ministry of Education (MOE).
- The Pay Grading Advisor is embedded in the CSA and works closely with the Director of the Employment Directorate. Four Occupational Analysts from the Directorate have been assigned to work with the advisor and they began collation of Human Resource Planning (HRP) data from the personnel listings of various MACs.
- Based on the updated procurement plans for 2012/13, GEMS assisted the MACs to draft reports to cover procurement carried out during the 2012/13 financial year. This is the very first such report each of these MACs has generated.
- The Procurement team revised the Request for Quotation (RFQ) template and included missing requirements such as deadline for bid submission, quotation validity period etc. This was forwarded to the MACs to guide their procurement.
- With the arrival of the new Director General at the GSA, USAID-GEMS has realigned our intervention to take into consideration her ideas and methodology. This has also enabled us to re-launch initiatives that had been previously stalled.
- The Asset Management team met frequently with the GOL Real Estate Bureau to begin creating a Government Building Register which will include all GOL-owned and leased buildings.
- An exercise has been underway, including a workshop, to gain agreement for the pilot implementation of an IT Services Management program at the MACs through the deployment of IT Service Desks in their institutions.
- Interim backup solutions were implemented at all Wave I MACs to ensure the ongoing integrity of the safe and sound ICT platform for financial management.
- A cost-effective wireless internet solution, providing either core or extended internet services to client MACs under the control of the Unified Threat Management system was designed and tested. This solution should provide substantial cost savings.
- Twelve of the IT staff from the MACs that satisfactorily completed the Systems and Network Administration Training course and were assessed as being suitable candidates for international certification were given additional training at Starz College to prepare them for the certification exams. So far eight of these have passed 2 out of the 3 exams.

## **Objective 2, Institutional Capacity of LIPA Enhanced**

- An STTA completed a strategic planning process, and the LIPA Strategic Plan covering the period 2014- 2018 was developed. The overall goal of this plan is the strengthening of the institution's program delivery capacity and service outcomes.
- A Business Development Advisor is working to assist LIPA to build its capacity to strategically seek new business opportunities, develop winning technical proposals for service delivery, and provide advisory services to public and private sector customers.
- A Marketing Management Advisor developed a Marketing and Branding Strategy for LIPA as well as a Marketing Communications Plan in the service areas of training, consultancy & e-Library.
- USAID-GEMS provided support in developing LIPA's capacity to mainstream gender-responsive issues and concerns into training, research and consultancy programs.
- USAID-GEMS continued to provide instruction to candidates preparing for the Accounting Technician Scheme of West Africa (ATSWA) exams and the Institute of Chartered Accountants Ghana (ICAG) exams. As a result, there has been an exemplary performance of candidates in the September 2013 ATSWA and November 2013 professional exams. Four candidates passed all of the exam requirements for the CPA certification.

## **Objective 3, GOL Institutions Using ICT More Effectively**

- A draft discussion document was developed for the MOPT that proposed the launch of a National Research and Education Network (NREN) for Liberia: a special-purpose ISP tasked with providing very low cost internet services to all educational institutions.
- A USAID-GEMS/MOPT workshop was undertaken to propose the implementation of the first stages of ITIL IT Services Management in a possible 15 MACs, through implementation of a IT Service Desk
- USAID-GEMS' STTA, Dr. Peter Tobbin, is tasked with leading the development of a National Enterprise Architecture for the GOL. The project is interlinked with other projects, being the development of an e-Government strategy, and the recommendations for improvements to the design of ICT in Government
- STTA Taa Wongbe was fielded to advise GOL on improvements to GOL Organizational Design in ICT. The project has concluded its design phase, with the strategy, techniques and instruments for the assessment stage now complete.

## **Objective 4, Management of National Resource Concessions**

- Progress was made on the development of the National Concessions Cadastre (NCC). An STTA reviewed the current state of the mining cadastre and developed a plan for upgrading the system and expanding it for use by other GOL agencies.
- A Concessions STTA worked on beginning the definition of user requirements for the full NCC. That advisor will also work with two other STTAs in the coming quarter on the NCC user requirements, design, specifications and implementation plan.

- A workshop was held in October at which nearly 50 representatives from 15 GOL bodies discussed their differing views on concessions roles and responsibilities. The participants agreed to form a working group to further explore this issue, and their first meeting was held in November.
- The project Concessions Advisor also provided a three-page analysis of the draft mining law prepared for MLME, which was included in NBC's report to MLME.

## **Objective 5, Utilizing a National Payment System**

### ***mMoney***

- The Ministry of Youth and Sports' Liberia Youth Employment Program (LYEP) is now paying around 800 employees with mMoney, and LYEP is working to reach all 3,100 of its employees by March 2014. The initial payments have provide approximately \$200,000 annually in fiscal space to the GOL.
- CSA Director General (DG) Werner has formally approved the USAID-GEMS flow chart of the payroll process, which confirms that mMoney is virtually identical to the existing direct deposit system. Little will need to be changed in the CSM module of IFMIS.
- At USAID-GEMS' request, CSA Director DG hosted a meeting with the Minister of Education to confirm the way forward with the implementation of mMoney for payment of teachers' salaries. It was agreed to form a technical working group to work out the logistics so that initial outreach to schools can commence by January 2014.
- USAID-GEMS has been asked by CSA DG Werner to prepare a presentation that will explain mMoney to the Cabinet. The presentation will highlight the substantial financial benefit of utilizing mMoney to replace existing check/cash disbursements.

### ***Payments***

- We have seen great improvement on the collection and reconciliation of revenue directly into the Government of Liberia's account from the Freeport of Monrovia, Temple of Justice, and especially from the National Archives. The Freeport of Monrovia reports between US\$8 – 10 million monthly, the Temple of Justice reporting a consistent \$10,000 monthly for October and November. The Archives had an increase from US\$2,000 in October to US\$19,000 in November.
- ASYCUDA/TAS revenue collections via the USAID GEMS interface constitute 27% of the total GOL revenue collected in the month of November 2013

## 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, considered 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 were also assessed to gauge their 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 provided the necessary support for their establishment. To improve management effectiveness and performance, USAID-GEMS also provided support with IT systems, equipment and technology.

During the first quarter of FY14, USAID-GEMS expanded its support to the Ministry of Lands, Mines and Energy with their participation in the development of a National Concessions Cadastre. In addition to the ten MACS listed in the table above, USAID-GEMS is also providing support to the following, considered as Wave II counterparts:

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

The USAID-GEMS project now works within 17 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. PROJECT ACHIEVEMENTS AND PERFORMANCE

### ACHIEVEMENTS BY PROJECT OBJECTIVES

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

##### **Financial Management**

During this quarter, the FM team, in collaboration with our Wave 2 partners of the EPA, FDA, MOPT, MOE, MOA and MOHSW began the design phase of the USAID-GEMS intervention. Most of the design has now been completed and discussions relative to its implementation in Q2 have begun. These processes and tools will assist the MACs in implementing business processes that adhere to international best practices. Some of the tools and processes designed include:

- Alignment of the MACs' Charts of Accounts with the GOL Chart of Accounts framework by developing the agency-specific accounts;
- MTEF budget formulation spreadsheets to support costing of strategic priorities (projects), analyze funding scenarios, consolidate all projects and all sources of funds in the comprehensive agency three-year budget;
- The MTEF budget Performance Reporting template for FY2013-2014;
- The final draft of the Financial Management Policies and Procedures manual has been presented to the top management of the Ministry of Education for discussion and approval. The manual documents detailed policies, procedures and processes, which are PFM compliant. Effective internal controls and improved audit trails are also incorporated.
- Review of various business processes and the development of the necessary tools to assist in carrying out these processes were started;
- Cash management and bank reconciliation tools were developed and shared with these MACs. Some of the MACs have already started utilizing these tools;
- Since the MOHSW is still utilizing their ACCPAC accounting software along with IFMIS, we designed a payment voucher template, a general journal voucher template as well as a bank reconciliation template to be utilized by MOHSW, which will eliminate manual processing; and
- Developed monitoring and evaluation tools to measure MACs progress toward meeting Financial Management performance targets.

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

The FM team continues with the design phase of the Wave 2 MACs to ensure that all PFM Law compliant processes are embedded in their business processes, they continued to work with our Wave 1 institutions, ensuring that have sustained us of the IT hardware and software, processes and forms made available to them for the accounting and reporting of revenues and payments in compliance with the PFM Law and IPSAS. MACS were encouraged to ensure that

the necessary reviews and approvals, which illustrate adequate segregation of duties and authorization of financial transactions, are present before transactions are entered into the system.

### ***MTEF Budget Formulation and Execution***

The MTEF budget is still new to the Government of Liberia. Therefore, the FM team continues to work closely with the Department of the Budget of the Ministry of Finance to ensure adequate technical assistance is provided to the USAID-GEMS MACs, which will complement the training the Department of the Budget is striving to provide to all GOL MACs. During the quarter, most of our MACs have requested training in MTEF budgeting. In response, the FM team has engaged the Department of the Budget to jointly develop workshop materials, which will be beneficial to all GOL MACs. It is anticipated that this workshop will be conducted during the Q2.

In support of the MTEF budget process, an “Introduction to Medium Term Expenditure Framework (MTEF) Budgeting” was presented to Finance Officers, County Health Officers, Medical Directors, Hospital Administrators, Internal Auditors and other key staff of the Ministry of Health and Social Welfare’s Central Office and County Health Offices from the fifteen counties, at a Financial Management Capacity Building workshop which was sponsored by the MOHSW.

### ***Revenue Calculation, Collection and Accounting Processes***



QuickBooks Training at LIPA

Not all GOL MACs are utilizing IFMIS. Therefore, to ensure that adequate interim PFM Law compliant financial management systems are in place, the FM team provided formal training as well as hands-on training through LIPA, in various modules of the QuickBooks accounting software to fiscal officers of: FDA, MOPT, NBC, LIPA, NIC, GC, and PPCC. This software will be used as interim accounting software for these MACs and will assist in preparing them to use IFMIS when it is rolled-out to these MACs.

With this interim accounting software in place, MACs will be able to perform adequate month-end and year-end closing, and timely preparation of financial reports as required by the PFM Law and its related Regulations.

We also continued to provide support to our Wave I MACs that are currently utilizing the QuickBooks accounting software for their accounting and reporting processes. The NIC has produced 2013 annual financial statements from accounting transactions entered into QuickBooks over the fiscal year. This is unprecedented.

### ***Cash and Bank Account Management***

Cash and Bank Account Management is an integral part of the financial management of the MACs. The FM team continues to ensure that the PFM cash and bank accounts procedures,

which were developed and shared with MACs, are being utilized. As indicated earlier, we have begun developing cash and bank account procedures with our Wave 2 MACs as well as bank reconciliation tools to be utilized by these MACs.

### ***Audits and Internal Controls***

The Internal Audit Agency (IAA) is responsible for all of the internal audit functions within the GOL MACs. Therefore, the FM team continued to collaborate with the IAA to ensure that the project provides the necessary technical assistance to support the audit functions at the various MACs.

To ensure that the internal auditors at these MACs are aware of and understand the interim financial management systems the USAID-GEMS FM team is supporting in the MACs, the FM team included internal auditors of the MACs in the QuickBooks accounting software training provided through LIPA during the months of November and December 2013.

### ***Detailed Policies and Procedures Manuals***

Being cognizant of the fact that a detailed policies and procedures manual is essential for MACs to be PFM Law compliant, the FM team continued to review business processes of both our Wave 1 and Wave 2 MACs. This will ensure that uniform policies and procedures, in keeping with the PFM Law and its related Regulations, as well as the over-arching Financial Management Manual of the Comptroller Accountant-General of the Ministry of Finance, are developed and documented in agency-specific Policies and Procedures Manuals.

### ***Organizational Structure of the Finance Department and Job Descriptions***

The USAID-GEMS FM team continued to work closely with the Finance team of both of our Wave 1 and Wave 2 MACs to ensure that the appropriate organizational structure as well as job descriptions are in place to conform with the new business processes as required by the PFM Law and its related Regulations as well as to ensure adequate segregation of duties.

### ***Monitoring and Evaluation of Financial Management Function***

A “Quarterly FM Performance Report” was finalized and utilized at the EPA. The report collects data that is useful to determine progress on USAID-GEMS indicators and for the MAC management and Change Management Committee. The report identifies areas where performance is strong and areas where improvement is needed.

### ***Other Intervention***

At the request of the Interim Managing Director of the Forestry Development Authority (FDA), to assist his agency in recruiting a qualified Finance Manager/Comptroller, the FM team provided advisory support to the Finance Manager/Comptroller Search Committee.

### ***Human Resources***

During the quarter, three new personnel joined USAID-GEMS: Lead HR Advisor, Pay Grading Advisor and a CCN HR Specialist. The strengthening of the HR team is timely considering the CSA’s public sector initiatives beginning in 2014. The additional team members’ first priority in this quarter was to make contact with Wave 2 MACs and begin planning the work for 2014. New MACs that were introduced to USAID-GEMS human resources input include the MOA, MOE, FDA, NIC and MOPT. The HR team also continues to work with Wave 1 MACs.

In this quarter, the team reviewed the CSA draft recruitment and selection process and handbook and made recommendations for improvement. The CSA and USAID-GEMS are

working together to ensure the processes and tools are user friendly. Similar work is being done with the CSA Performance Management System and Appraisal Forms. Once a final process is agreed for the two key HRM functions, the HRM team will work with CSA staff to roll them out to participating MACs. It is envisaged this will include training of CSA and the MAC HRM staff initially and then working with them to inform managers in the MACs of the processes and their roles and responsibilities in implementing the merit-based recruitment and selection process and ongoing performance management of staff.

### ***Human Resource Manuals***

The GSA Employee Handbook has been completed and approved by the GSA and is ready for distribution to their staff. The first draft of Human Resources manuals were completed for the NIC, and work is underway to complete the manuals for the MOPT and the PPCC. The HR Manual is a comprehensive and integrated manual to provide all employees with clear policies and procedures to guide behavior in the workplace and summarize benefits of the employees. It is intended to complement the Civic Service Standing Orders published by the CSA.

### ***CSA Performance Management System/Appraisals roll-out***

The HR advisory team also supported implementation of CSA Performance Management/ Appraisal System through on-the-job training for a team of HR professionals at the Ministry of Education (MOE).

### ***Pay Grading***

The addition of the Pay Grading Advisor has seen establishment and personnel listings collated for the MACs. The Advisor is embedded in the CSA and works closely with the Director of the Employment Directorate. Four Occupational Analysts from the Directorate have been assigned to work with the advisor and they are receiving on-the-job training. The OJT involves collation of Human Resource Planning (HRP) data from the personnel listings of various MACs. The HRP data being collated will become input for carrying out various components of the Pay Grading Consultant's assignment such as the development of the Establishment lists, rationalization of job titles, etc. As the consultancy assignment progresses, more Occupational Analysts will be included.

Emerging issues from HRP data collected:

- A number of confusing position titles has been identified. A comprehensive list will be compiled to enable the CSA to determine their future;
- There appears to be very limited or no opportunities for promotion. No career ladders for progression;
- Annual staff salary increments are not factored into the reward system or HR budgets; and
- There is no provision of a clearly defined career structure that will attract and retain suitably qualified personnel into the CSA and other MACs.

## **Procurement**

### ***Provision of Solution Packages and commencement of OJT***

During this quarter, filing cabinets and folders were provided to all the USAID-GEMS MACs with the exception of NBC. The MACs commenced sorting out contracts awarded in FY13 and

filing them with the supporting documents. OJT progressed well with these MACs as each was visited once a week.

Based on the updated procurement plans for 2012/13, MACS were assisted to draft reports to cover procurement carried out during the 2012/13 financial year. This is the very first such report each of these MACs has ever generated.

The Procurement team ended the quarter by concluding the OJT on filing/documentation and updating the 2012/13 procurement plans for the MOPT, LIPA, MOA, FDA, GC, EPA and the PPCC.

### ***Procurement M&E***

With the GEMS M&E team, Procurement Documentation Review Analysis Sheets were generated for the above mentioned MACs. This exercise reviewed procurement documents in each entity's files against a required set of documentation that will make for a complete procurement file. The average percentage of documents observed was calculated by dividing the percentage sum of required documents observed by the number of procurements reviewed. The performance of the MACs ranged from 10% to 80.5%. Documents missing from the files included: (i) Bidding documents; (ii) Evaluation reports; (iii) Minutes of bid opening; (iv) Contracts/LPOs; (v) Debriefing of unsuccessful bidders; (vi) Store Delivery Notes; (vii) Payment advice and (viii) Report on service provider performance. It is expected that there will be much improvement with our intervention at the end of this financial year.

### ***Revision of Request for Quotation (RFQ) template***

The Team revised the RFQ template and included missing requirements such as deadline for bid submission, quotation validity period etc. This was forwarded to the MACs to guide their procurement.

### ***Delayed engagement at CSA and NIC***

In November, the team experienced delays in fully engaging the CSA and NIC. The issue was raised with the GEMS focal points who intervened. The Procurement officers at the CSA were directed by the management to cooperate – and slow progress was made. The NIC suffered from major power problems during the period and this adversely affected the work.

### ***Discussions with MACs' Finance Officers***

The team met financial controllers and internal audit staff of MOE, FDA and EPA. These meetings focused on the need for collaboration with procurement staff to ensure procurement documentation is complete by providing them with payment advice after effecting payments. We also discussed the need to capture and document information on contracts awarded for items procured outside of the procurement unit (especially prevalent at MOE).

### ***Meeting with PPCC Executive Director***

With the COP and DCOP, we met Executive Director (ED) of PPCC to discuss the status of GEMS support to the PPCC. The following were agreed upon at the meeting:

- That GEMS' budget support for the PPCC Annual Forum was established. The PPCC would receive Revised Regulations and Manuals from its consultant by the end of 2013. A stakeholder meeting will be held to discuss the Regulations before getting Cabinet approval. Manuals would hopefully be issued by end of the year, 2013.

- PPCC and LIPA procurement awareness sessions for cabinet/officials were agreed to be held early 2014.

### **Procurement Database Development Specialist**

The draft TOR for a Procurement Database Development Specialist was finalized and forwarded to the PPCC for comments. After finalizing the TOR, the position was advertised in the newspapers and the assignment is expected to commence in February 2014.

### **Asset Management**

During the last quarter, with the arrival of the new Director General at the GSA, our intervention was realigned to take into consideration her ideas and methodology. This has enabled us to re-launch initiatives that had stalled and to fully engage with the GSA in all the GEMS functional areas.

Areas of activity have included:

#### **Fleet Policy**

- Reformatted and re-launched the Fleet Policy implementation plan;
- An STTA, Charles Gasana, was provided to support the GSA with the Fleet Policy implementation
- Presentation of the Fleet Implementation Plan to the MOF and, after several meetings, the MOF agreed to finance the fleet policy implementation.
- National Transit Authority and the GSA concerning centralizing Government Bus transportation arrangements.
- Presentations to stakeholder MACs of the Fleet Implementation plan; and
- Continued Fleet Registry Updating.



USAID-GEMS Asset Management team with Minister Norkeh (MOPT)

#### **GOL Buildings Register**

- Formulated draft Building Management Guidelines;
- Formulation of a Government Building register and guidelines for GSA's Real Estate Bureau has begun

#### **Work in the MACs**

- Preventative maintenance workshops at the FDA and the MOE;
- Asset Management Introductory workshops at the GSA, NBC, MOPT, MOA, MOHSW, MYS, FDA, and MOE.



- Ongoing meetings with the GSA Quality Control Department concerning MAC data collection arrangements. Have reached agreement to conduct two 2-day workshops for the GSA MAC coordinators in 2014.
- Completed the writing of the training Modules for Data Collection Training and all related support documentation.
- As a result of the above work, we have now completed all the introductory workshops in the Wave 1 and Wave 2 MACs. Regular OJT and individual training modules are commencing.

## **Monitoring & Evaluation**

### ***Back Office Performance Monitoring Systems***

The M&E unit, working in partnership with the USAID-GEMS technical teams, developed several new performance monitoring tools for use as individual performance reporting and tracking sheets for each of the project's 14 MACs. The first tool is the back office performance tracker, which serves as the main repository for data that is collected by project technical staff against the indicators in FM, AM, IT, PM, HR, ME and Change Management. The tools contain space for quarterly reporting against each metric as well as quarterly target setting where appropriate. They will be continually refined over the coming quarter and will then be deployed for use by the project in preparation for reporting at the end of Q2.

A complementary spreadsheet was developed that contains the final data for each MAC by quarter under each USAID-GEMS PMP indicator. This spreadsheet will allow for easy scans across the back office performance spectrum for each MAC as data are collected and reported. Both of these tools will assist the project in providing detailed performance tracking.

### ***Core M&E Functions***

#### *LIPA*

The M&E and Training teams completed the final report of the LIPA Client Satisfaction Survey and submitted it to the LIPA DG. The Marketing Specialist STTA that assisted LIPA during the quarter also utilized data from this report in preparing detailed recommendations to LIPA for programming enhancements in order to meet needs identified by respondents. The USAID-GEMS M&E and Training teams will ensure that data from the survey are shared with relevant trainers and managers within the institution in order to enhance performance and LIPA's overall effectiveness.

The USAID-GEMS M&E team prepared and submitted a draft scope of work for a new M&E Director at LIPA. Formal creation and subsequent filling of this position is a key first step required to firmly establish and systematize M&E and quality assurance at LIPA. USAID-GEMS will continue to support LIPA as it moves to develop and staff the M&E unit.

#### *GSA*

Working in support of USAID-GEMS's increasing emphasis on strengthening the M&E and quality assurance role of the GSA in GOL MAC Assets Management, the M&E team developed and submitted, at the request of the GSA's HR Director, a draft scope of work for an M&E Director. USAID-GEMS will continue to support the development of this position and, where required, capacity strengthening and M&E systems development once the GSA fills this position.

## *NBC*

The USAID-GEMS M&E team provided technical assistance and support as the NBC hosted a three-day workshop to develop a standard set of GOL-wide concessions reporting templates for use in the main concessions areas of Liberia. These templates are an essential first-step to ensuring that all required data on concessions is made available to all relevant stakeholders in the government in a timely fashion. More detail on this workshop is included in the Concessions section of this report. The M&E team will continue to work with the NBC to finalize the templates and develop monitoring tools for verifying reported data where required.

## *NIC*

The USAID-GEMS M&E team worked closely with the NIC's incentives monitoring staff in order to develop more effective monitoring and reporting tools for use by the unit to produce data on incentives performance. The M&E unit provided detailed written comments and recommendations for strengthening the current reports in order to improve their utility and ease of comprehension. The team also prepared draft performance monitoring and reporting spreadsheets for use by the incentives monitoring team to track both the units' performance in performing their work, as well as to store data for each business incentive as it is collected.

## **Information Technology**

- With the completion of the Foundational ITIL training for MACs, an exercise has been underway, including a workshop, to gain agreement for the pilot implementation of an IT Services Management program at the MACs through the deployment of IT Service Desks in their institutions. Agreement has been reached on the roadmap and methods of implementation. The first deployment is due in January 2014.
- Interim backup solutions were implemented at all Wave I MACs to ensure the ongoing integrity of the safe and sound ICT platform for financial management. The original plan was that automated off-site backups would be sent to a planned mini-shared service center servicing all of the MACs; however, these plans are subject to budget approval, which has not been forthcoming.
- A cost-effective wireless internet solution, providing either core or extended internet services to client MACs under the control of the Unified Threat Management system was designed and tested. This solution, which should provide substantial cost savings and improved service compared to many of the existing solutions, has been conveyed to the MACs as an option for them to consider.
- MACs were supported by ongoing OJT to support their new and existing IT platforms and application.
- Twelve of the IT staff from the MACs who satisfactorily completed the Systems and Network Administration Training course and were assessed as being suitable candidates for international certification were given additional training to prepare them for the certification exams. So far eight of these have passed 2 out of the 3 exams; others will sit as they gain the necessary confidence.
- In support to LIPA and USAID-GEMS training team:
- The e-Library server installation was set up and hosted at USAID-GEMS to allow for configuration and initial data population. This service will continue to be hosted at our office

until the new LIPA IT platform is extended to support their library services early in 2014. Systems TOT exercises on this e-Library solution have been completed

- The specifications for two LIPA World Bank procurements were developed and finalized:
- The design and development of an improved organizational website, and
- The infrastructure and related components for enhancing e-Learning.
- The procurement process was completed that will augment the standard IT solution pack for Wave 1 institutions to ensure that MACs have separate workstations to meet the needs for Asset Management and Fleet Management.
- The specification of requirements for the standard IT solution packs for Wave 2 institutions was completed. The procurement documents were finalized and put out to bid. Bid entries have been received, which clears the way for submission of an ADS-548.
- Ongoing support was provided to the other USAID-GEMS functional areas:
- Concessions Management
- Support to Consultants fielded to MLME to migrate the Mining Cadastre system onto a platform to be utilized by all Concessions entities.
- Financial Management
- Ongoing support in the deployment and support of QuickBooks and related financial management tools at client MACs.
- Human Resources, M&E, H/R and Procurement Management:
- Assistance with the specification and identification of software that could be deployed at client MACs to meet functional requirements.
- Training
- Setup and hosting of LIPA e-Library software; and
- Development of specifications for World Bank procurements for e-Learning platform and institutional website.

**OBJECTIVE 2: The institutional capacity of LIPA is enhanced to provide targeted training that will improve the capacity and performance of GOL personnel responsible for key management functions**

During the Quarter, USAID-GEMS continued to utilize the services of three STTA Accounting Instructors. Apart from the on-going support of the Instructors, the LIPA advisory team was also supported by five STTA staff: a Strategic Planning Specialist, Training Cost Analysis Specialist, Gender Mainstreaming Specialist, Marketing Specialist and a Business Development Specialist. The advisors collaborated with LIPA management and staff to move the capacity building process forward to consolidate and improve delivery of LIPA's core service as further elaborated below:

### **Strategic Planning Process**

- The aim of this initiative was to facilitate the development of a Strategic Plan for LIPA, with the overall goal of strengthening the institution's program delivery capacity and service outcomes.
- As a result of USAID-GEMS support, the Strategic Planning process was completed, and the LIPA Strategic Plan covering the period 2014- 2018 was developed.
- The strategic planning process also included the development of LIPA performance targets (2014-2018) using the balanced scorecard.
- Following the preparation of the LIPA Strategic Plan, the USAID-GEMS Advisory team will devote much of its support in FY14 towards facilitating the implementation of this Plan.

### **Business Development for Institutional Sustainability**

- The overall objective of this activity is to assist LIPA to build its capacity to strategically seek new business opportunities, develop winning technical proposals for service delivery, and provide advisory services to public and private sector customers.
- As this is a two-phased activity, USAID-GEMS support in the first phase has resulted in the development of a draft LIPA Capability Statement Format as well as the draft Technical Proposal Writing Manual. Both documents are being reviewed by LIPA management for further use and input during the second phase of this assignment.
- This initiative is critical in supporting LIPA to proactively move towards institutional (and financial) sustainability.

### **Program Marketing Management**

- This activity aims at substantially enhancing LIPA's capacity to market its training, research, consultancy and library services.
- USAID-GEMS support in this area has resulted to the development of a Marketing and Branding Strategy for LIPA as well as a Marketing Communications Plan in the service areas of training, consultancy & E-library.

### **Mainstreaming Gender in LIPA Programs**

- During this Quarter, USAID-GEMS provided support in developing LIPA's capacity to mainstream gender-responsive issues and concerns into training, research and consultancy programs, thereby contributing towards women's empowerment and access to local and national decision-making processes.
- To meet GOL requirements for public service personnel, this activity was delivered in tandem with CSA and the Ministry of Gender and Development.
- As a result of this support, a gender capacity needs assessment was conducted, participation rates in LIPA training programs were reviewed and assessed, and a report on the status of gender mainstreaming in LIPA programs was prepared.

## Provision of Accountancy Certification Training

- The main objective of this initiative is to strengthen professional accountancy education, improve the quality of accounting education in Liberia; and help build public sector financial management capacity.
- During Q1, USAID-GEMS continued to provide instruction to candidates preparing for the Accounting Technician Scheme of West Africa (ATSWA) exams and the Institute of Chartered Accountants Ghana (ICAG) exams.
- As a result of USAID-GEMS intervention in this area, there has been an exemplary performance of LICPA candidates in the September 2013 ATSWA and November 2013 professional exams. Four candidates have passed all of the exam requirements for the CPA certification. It is noteworthy that in the history of Liberia, this is the very first set of home-grown qualified accountants; a historic achievement.



Dr. Bonsu teaching accounting

## Other On-going Activities

- USAID-GEMS has continued to facilitate the review and analysis of training costs for the various courses delivered at LIPA to inform development of a realistic fee structure.
- The Advisory team continues to review and improve LIPA modules, training materials, guides and course brochure.
- Competency-based training was provided to LIPA staff in the areas of Gender Needs Assessment (methods & tools); Gender Mainstreaming; and Strategic Planning and Management.
- Completed the LIPA refurbishment process, including a satellite office for USAID-GEMS staff.

## **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**

- USAID-GEMS participated in a two-day MOPT workshop, sponsored by the African Union, educating stakeholders including LTA, LIBTELCO, ISPs and Telecoms Operators, on the benefits to Liberia of a locally-based Internet Exchange Point (IXP), and proposing a set of steps that would lead to the deployment of the IXP. A stakeholder steering committee was elected to implement these steps. USAID-GEMS is very supportive of the development of the IXP, which is also key to the supply and development of locally hosted internet services, and for the development of GOL shared services. USAID-GEMS has committed to support this initiative by providing technical support to the MOPT and the Steering Committee, should it be required

- A draft discussion document was developed for the MOPT that proposed the launch of a National Research and Education Network (NREN) for Liberia: a special-purpose ISP tasked with providing very low cost internet services to all educational institutions.
- A USAID-GEMS/MOPT workshop was undertaken to propose the implementation of the first stages of ITIL IT Services Management in a possible 15 MACs, through implementation of a IT Service Desk
- USAID-GEMS is supporting foundational ICT studies that aim to improve GOL's abilities to utilize ICTs to meet developmental objectives. These foundational projects are:
  - the development of an e-Government strategy,
  - the design of a National Enterprise Architecture, and
  - the improved organizational design of ICT in Government
- Enterprise Architecture Expert, Dr. Peter Tobbin, was fielded at MOPT. He is tasked with leading the development of a National Enterprise Architecture for the GOL. The project is interlinked with other projects, including the development of an e-Government strategy and the recommendations for improvements to the design of ICT in Government. The project is in its assessment phase:
  - Designed the strategy, techniques and instruments for the assessment stage of the development of an National Enterprise Architecture for GOL, and
  - Trained the assessor team on the instruments and on the information gathering process.
- USAID-GEMS began assisting MOPT in developing an overarching e-Government strategy for GOL. Progress to-date includes:
  - Gaining MOPT approval and support for the strategy development process and timeline, and
  - The completion of two stakeholder e-Government workshops, hosted by MOPT, and attended by a wide range of MACs. A further workshop will be held in January to conclude the first round of engagements with all GOL entities
- STTA Taa Wongbe was fielded to advise GOL on improvements to GOL Organizational Design in ICT. The project has concluded its design phase, with the strategy, techniques and instruments for the assessment stage now complete, and the assessment exercise to start in earnest in January
- Four Presidents Young Professionals (PYPs) were assigned to USAID-GEMS to bolster GOL's capacities in improved Concessions management. These PYPs have initially been deployed to participate in the USAID-GEMS supported foundational ICT projects currently underway at MOPT.

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

Progress was made in the first quarter on the development of the National Concessions Cadastre (NCC). A short-term advisor from Spatial Dimension, makers of the Flexi-Cadastre software used by the Ministry of Lands, Mines and Energy (MLME) to support the granting of permits and licenses, reviewed the current state of the mining cadastre and developed a plan for upgrading the system and expanding it for use by other agencies. The advisor also liaised with personnel from the Revenue Development Foundation, who are assisting the MLME with development of a permit management system.

A second short-term advisor worked for six weeks beginning with the definition of user requirements for the full NCC within the various concession granting institutions. That advisor is due to return in the second quarter of the fiscal year to complete his assignment. At that time he will work with the other two short-term advisors who will work on the NCC user requirements, design, specifications and implementation plan.

The concessions work plan also requires the project to work with the National Bureau of Concessions (NBC) and other concession-related entities (CREs) to better define the respective roles and responsibilities of the various GOL institutions involved in concessions. A needed first step in this process was a half-day workshop at which nearly 50 representatives from 15 GOL bodies discussed their differing views on concessions roles and responsibilities. The participants agreed to form a working group to further explore the issues surrounding roles and responsibilities. The first meeting of the working group was held the following month, with an agreement to reconvene after the beginning of 2014.

The USAID-GEMS project continued to provide on-going, day-to-day support of NBC operations. The project-funded mining specialist accompanied NBC personnel on a monitoring and evaluation trip to the China Union iron mining concession. Other USAID-GEMS personnel assisted the NBC with development of a personnel handbook. USAID-GEMS advisors helped NBC plan and organize a three-day concessions reporting workshop funded by the United Nations Development Program, and the Concessions Advisor facilitated the workshop. The project Concessions Advisor also provided a three page analysis of the draft mining law prepared for MLME. The analysis was input to the comments the NBC gave to MLME regarding that draft law.

Three concession-related positions must be filled within GOL institutions. The Managing Directorship of the NBC is vacant, and the Managing Director and the Assistant Managing Director positions at the Forest Development Authority (FDA) must be filled. At the request of the head of the Civil Service Agency, the project's Concession Advisor served as an observer of the interviews of the short-listed candidates for those positions. The interviews took place over five days in December. More than twenty candidates were interviewed, in total, for the three positions.

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

**Mobile Money (mMoney)**

- The Ministry of Youth and Sports' Liberia Youth Employment Program (LYEP) continues to increase the number of employees receiving their payments via mMoney. The total disbursement now stands at around 800 employees, and LYEP is working to reach all 3,100 of its employees by March 2014. Three more counties were added in the November payroll cycle: River Gee, Grand Kru and Lofa. The use of mMoney for the 800 employees has created approximately \$200,000 annually for the Government.
- CSA has formally approved the USAID-GEMS flow chart of the payroll process, which confirms that mMoney is virtually identical to the existing direct deposit system. This means that very little will need to be changed in the IFMIS module (at a minimum just adding a new data element to report the employee-selected mMoney number).
- At USAID-GEMS' request, CSA hosted a meeting with MOE to confirm the way forward with the implementation of mMoney for payment of teachers' salaries. It was agreed to form a technical working group to work out the logistics so that initial outreach to schools can commence by January 2014, with the first potential disbursement in February. All stakeholders agreed that only teachers and staff who have completed biometric enrollment will be eligible – MOE states that all of its employees will be registered by March 2014.
- USAID-GEMS completed the first draft of the Handbook for GOL Salary Payments.
- USAID-GEMS provided recommendations to Lonestar to improve its liquidity management process, expand agent/merchant footprint and strengthen chain-of-command from HQ to the community level, in preparation for the roll-out of the MOE teacher registration to commence in January 2014.
- USAID-GEMS was request by CSA to prepare a presentation that will explain mMoney to the Cabinet. The presentation will highlight the substantial financial benefit of utilizing mMoney to replace existing check/cash disbursements, as well as the broader productivity gains of avoiding lost time away from work and eliminating the security risk of travel required to obtain cash.
- CBL has been briefed on the progress of the GOL mMoney program and concurs with the approach being taken by CSA & MOE, which makes biometric verification mandatory.
- CBL provided substantive comments to the GOL mMoney Salary Payment Handbook. CBL revealed that it will abandon the “bank-led” model of mMoney and allow non-bank enterprises to offer mMoney services directly. CBL will chair a meeting of the interested parties to resolve a settlement dispute related to the fees for mMoney services.
- The GOL workers mMoney brochure has been prepared for circulation within Ministry of Education for comments.



## **Central Bank of Liberia Payment Systems**

Coordinated with CBL DoR for opening of a branch bank in Liberia Petroleum Refining Company (LPRC) for the collection of revenues. We anticipate the Liberian Bank for Development and Investment (LBDI) being able to open within LPRC premises and using the TAS/ASYCUDA interface to reconcile payments.

We have seen great improvement on the collection and reconciliation of revenue directly into the Government of Liberia's account from the Freeport of Monrovia, Temple of Justice, and especially from the National Archives. The Freeport of Monrovia reports between US\$8 – 10 million monthly, while the Temple of Justice reported US\$10,000 monthly for October and November. The Archives had an increase from US\$2,000 in October to US\$19,000 in November.

ASYCUDA/TAS revenue collections via the USAID GEMS interface constitute 27% of the total GOL revenue collected in the month of November 2013

With USAID-GEMS support, a request for funding assistance has been sent from the CBL to the African Development Bank (AfDB) for the off-site bank supervision software. Overall response from the AfDB has been positive: however they require demonstrated advancement on the payments infrastructure project.

Payments infrastructure project is now on track for the infrastructure to be in place by the end of February. Construction work on the disaster recovery site was to be completed mid-December. The GOL infrastructure supplier arrived mid-December to begin work with the commercial banks on the communication links required.



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

#### **ECONOMIC ADVISORY SUPPORT TO MOF**

- Prepared responses to the *Financial Times* interview with the Minister of Finance in November.
- Assisted in preparing a presentation titled “Growth and Unemployment: An Assessment of the Economy” for a special Cabinet meeting in November.
- Assisted in the preparation of the “State of the Economy 2013” report for an address to the nation by the President.
- Edited the “Fiscal Outturn Report 2013” that was published in December.
- Preparation of the Annual Economic Review 2013 is on-going
- Mentoring and coaching of the Ministry of Finance MFAU economists is on-going.

#### **President’s Young Professionals Program (PYPP)**

USAID-GEMS’ support to the President’s Young Professionals Program (PYPP) increased this quarter with the inauguration of eleven members to the new PYPP Class V. Seven PYPs will be posted to MOF Department of the Budget, while the other four will be stationed at the concession-granting entities to support the national concessions cadastre (NCC) system.

As the NCC is still in the design phase, these PYP’s are currently based at the MOPT’s Project Management Office, from which they are serving as a resource to various USAID-GEMS initiatives to improve ICT across the GOL. Under the guidance of USAID-GEMS advisors, the PYP’s are designing specifications for the GOL’s enterprise architecture and supporting the organizational design of ICT for government projects. They have also supported the development and validation of assessment tools, and conducted surveys in various ministries and agencies.

USAID-GEMS also remains actively involved with PYPP Class IV, of which GEMS is supporting eleven members now in their second year of the program. Originally consisting of fourteen members, Class IV has since shrunk as two PYP’s left the program to pursue higher education and a third for personal reasons. During the first year, the PYP’s were stationed at the Department of the Budget at the MOF. Since July 2013, they have been reshuffled to different areas within the Department to help strengthen their learning experience. Their principal involvement has concerned the execution and finalization of budget documents.

As the new PYP’s have joined the DoB, a number of the Class IV members have been re-located to take on greater responsibilities in new areas. Two have been assigned with the Budget Policy and Development Unit, while two others have begun working directly with the office of the Deputy Minister to assist with the work of Budget Consultants, Pillar Managers and the Open Budget Initiatives. A few members of Class IV have participated in the Budget Working Group, while others are involved in the finalization of the budget document, including the Citizens’ Guide to the Budget.

Many members of the USAID-GEMS team have developed close mentoring relationships with members of PYPP Class IV and V, often meeting a couple times a month to discuss issues surrounding their professional development. A number of PYP's have participated in training initiatives undertaken by the USAID-GEMS consultants, including introductory workshops on procurement, concessions and assets management. The USAID-GEMS team looks forward to continuing to support this effort to build Liberia's future public sector leaders.

### **Gender Considerations**

The USAID-GEMS Gender Equality Strategy is to support the economic development of Liberian women and men by enhancing the Government's capacity to implement gender-sensitive performance improvements. USAID-GEMS is focused on interventions that contribute to the empowerment of both 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 FY14 Q1, USAID-GEMS built upon the recommendation of its short-term Gender Specialist from FY13, who identified constraints and opportunities for gender-transformative programming in line with GEMS objectives. The work of Isabel Matenje, USAID-GEMS Gender Mainstreaming Expert for LIPA, was a next step in implementing some of these recommendations. Ms. Matenje's key objective was to advance a systematic capacity development program in gender that would provide technical and training skills to facilitate the ability of LIPA's trainers to deliver and coordinate gender-mainstreaming training, research and consultancy programs for the public. This is one avenue through which the GOL can enhance the institutionalization of gender equity in the country.

Among her specific tasks, Ms. Matenje conducted a gender capacity needs assessment in November 2013 for all LIPA trainers, through which she identified gaps in understanding and responding to gender mainstreaming issues. To address these gaps, Ms. Matenje conducted a three-day Gender Mainstreaming Sensitization Workshop for all LIPA Trainers through which she assisted staff to develop and deliver gender responsive courses for the public service. The overarching goal of providing gender mainstreaming courses at LIPA is to help agencies across GOL achieve a productive, gender-sensitive working environment. This includes the enforcement of strategies for promoting equality in the recruitment of staff, the provision of adequate facilities for both men and women, the use of appropriate spoken and written language and the elimination of sexual harassment.



PYPs receive introduction to Concessions

The ICT sector is one space that holds much potential for the empowerment of females, though it has historically been dominated by males. The USAID-GEMS IT/ICT team is keenly aware of the need to enhance the participation of Liberian men and women alike in the country's growing opportunities for ICT-related activities and enterprises. Insights into the gender composition of the ICT sector and within



Participants of Gender Mainstreaming Course at LIPA

the GOL's various ICT competencies will be exposed through the work of Taa Wongbe, USAID-GEMS' short-term ICT and Organizational Design Expert. Mr. Wongbe's findings will provide a basis for strategizing on how gender equity within the sector can be achieved.

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 FY14Q1, the TraiNet database, which tracks the overall number of participants in USAID-GEMS workshops and trainings, recorded that 19% of the total people trained over this quarter 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.

### **Change Management**

USAID-GEMS continued to support effective change management processes in partner MACs in the third quarter. This support included meetings and short-workshops with CMCs at EPA, MOPT, LIPA, GC and FDA to assess progress in standing up CMCs and integrating back office performance reporting into the meeting formats. Of these five institutions, four of them (MOPT, LIPA, EPA and FDA) have at least basically functioning CMCs that have formalized their membership and held at least one meeting to discuss actual and intended change in the institution related to work with USAID-GEMS. USAID-GEMS will continue to work with CMC membership and MAC leadership to help ensure that project interventions are implemented in a transparent and effective manner with the required understanding and support of partner institution staff.

At LIPA, the CMC published their first communications regarding the establishment of the CMC and posted it on their external communications board. They also published two additional documents regarding advances in Financial Management, the Library and E-Library. LIPA has finalized their first newsletter for publication in early January to highlight all of the changes that LIPA has made during the past 18 months of working with USAID-GEMS.

As part of the communications component of Change Management, USAID-GEMS began providing communications support to partner MACs, working along with their communications officers to develop a communications strategy to highlight the accomplishments of the MACs. The communications interventions have started at GSA, MOPT and MOE. Meetings were held with the Minister and Communications Officer of each MAC to discuss their communications priorities and strategy. At MOE and MOPT, the Ministry's website is being revamped and a newsletter is being developed that will be published in January. GSA developed and published their first quarterly newsletter, "GSA in Action," highlighting all of GSA's accomplishments during the quarter (October-December 2013).

## **Training**

During the first quarter of FY 2014, USAID-GEMS and its partners once again conducted training activities in order to empower Liberia. The training team utilizes the USAID official training database, TrainNet, to track all the training offered to USAID-GEMS partners and populates the F indicators related to training. Of the 439 participants trained (excluding OJT in procurement and finance), 357 were men and 82 were women, representing 19% of the total number of training participants.

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

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

With the support of USAID-GEMS, the Liberia accountancy training program, implemented through LIPA and LICPA, has, for the first time, been achieved with a great success. Out of 6 candidates, who took the CPA (certified public accountant) certification (professional), level 4, four passed the level, and the remaining two have passed two subjects. Among the four who passed the level, three belong to the Ministry of Finance (MOF) and one to the Roberts International Airport (RIA). All of them are from the public sector.

The training team developed an OJT automated system to capture "on the job trainings" (OJTs). The OJT Automated System captures detailed OJT information such as hours of training, which are not captured by TrainNet, in order to address the F indicator 2.2.2-6 "# of training days provided to executive branch personnel with USG assistance".

## **IV. PROJECT CHALLENGES**

### **FINANCIAL MANAGEMENT**

The USAID-GEMS FM team continues to work closely with the Public Financial Management Reform Coordination Unit (PFMRCU) to ensure that we are adequately supporting the roll-out of IFMIS to the various MACs. However, the FM team realizes that there are limitations relative to the use of IFMIS at the MACs. The MACs currently do not have access to the General Ledger module for their agency and cannot even initiate an adjusting journal entry from their agency. With such limitations, these MACs cannot effectively account for their revenues/funds from all sources as well as expenditures. Also, they cannot produce timely financial statements without receiving information from the Ministry of Finance. It is hopeful, as indicated by the PFMRCU, that most of these issues relative to the various functionalities of IFMIS should be resolved by July 2014.

### **HUMAN RESOURCES MANAGEMENT**

An emerging issue is the commencement of the World Bank-funded Public Sector Management Project (PSMP). This project and the USAID-GEMS project share similar objectives and planned activities. This represents both a challenge and an opportunity to coordinate activities and ensure alignment of Advisor inputs. Initiatives arising from the PSMP and Civil Service reforms in the GOL will need to be aligned with and supported by the USAID-GEMS project. This will require effective communication and planning with development partners and GOL institutions. The CSA will assume critical responsibility for successful reform initiatives while the USAID-GEMS Project will need to assist in building the CSA's capacity to meet its responsibilities and perform its role effectively.

An ongoing issue is the capacity of HRM Staff in participating MACs. An important element in the next quarter will be to conduct baseline measurements of MAC HR capacity in key HR functions such as the use of appropriate CSA-approved processes in the merit based recruitment and performance management. This will assist USAID-GEMS HR staff to identify specific areas of need in the MAC and tailor support and development activities for HR staff.

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

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

### **ASSET MANAGEMENT**

The main challenge is the lack of Asset and Fleet Management software at the GSA. While we have created a myriad of spreadsheets for data storage and collection for both the MACs and

GSA, data collection in 88 MACs that will need to be centrally stored at the GSA, which, if comprehensively collected might reach half a million entries.

## **IT IN THE MACS**

Most MACs do not provide the IT units with the necessary resources to provide efficient service to the MAC. Perhaps this in part a consequence of MACs often not seeing the value that ICT can bring to their institutions, and so tend to undervalue the resource. USAID-GEMS is working on many fronts to address this, by providing the necessary infrastructure, know-how and tools, and by improving the service offered by IT, by providing management with insight into the activities of IT, and through our work with MOPT beginning the process of educating management on the benefits that IT can bring to their institution and providing an improved capacity by GOL to initiate IT improvement exercises across GOL

## **LIPA**

Several challenges adversely impacted effectiveness in the delivery of the project objectives. These include:

- *Accountancy Certification Program:* Apart from the late start of this program and shortfall of instructors (four had been requested and three were available), the major constraint was unreliable transport system: While LIPA and LICPA are expected to provide logistical support, there was practically no reliable system of transportation to move instructors from one place to the other to deliver classes. This problem was particularly serious given that lectures end as late as 8.30 pm and instructors needing to leave around 9.00 pm. Accordingly, there were serious security risks as a result of the unreliable system of transportation.
- *Provision of ICT Application Systems & Infrastructure:* The ICT application systems and infrastructure aimed at supporting the delivery of improved client services in LIPA's key result areas: Training, Research & Consultancy, and Library Services are yet to be delivered.

## **ICT**

It remains unclear whether GOL has committed, and to what extent, the necessary resources to fund its plans to implement a Chief ICT Officer program. At the inception of the USAID-GEMS project the focus of capacity and strategy development was targeted at the CICTO program, and its absence necessitates a shift in strategy. Without the CICTO's, the limited absorptive capacity of the MOPT cautions USAID-GEMS in moving too fast with the planned roll-out of its support program.

## **CONCESSIONS**

The fourth quarter of 2013 saw the departure of the heads of both NBC and NIC -- the former because of the death of the Director-General, Tarnue Mawolo, and the latter because of a decision by the President. A new Chairman of the NIC was appointed by the President in September, and he has met with the USAID-GEMS team and appears to very cooperative and supportive. However, the President has yet to appoint a Director-General of the NBC, and the lack of a permanent head with firm Presidential support leads to some uncertainty within the NBC and makes work on long-term objectives problematic. Interviews have been conducted for



the vacant NBC director-generalship, and hopefully an appointment will be made early in the second quarter of 2014.

A major challenge for concessions management relates to concession related entities working together effectively and efficiently. The first meetings of the working group degenerated as one of the key stakeholders chose not to attend. The group determined that the CSA and Office of the President, who were requested to convene the discussions, ensure that all key stakeholders participate. The follow up meeting has not been convened. It is hoped that this could be done within January to support the improvement of concession management and investor relations.



## **V. M&E METRICS**

The project completed a comprehensive revision of its PMP and received formal USAID approval in late-December. This revision included the removal of indicators that were no longer relevant, the development of new indicators to reflect key intended results of the project and the revision of existing indicators and targets to improve their relevance to the project's workplan and anticipated pace of accomplishment. Major additions were made in the form of additional performance indicators in key areas of intended back office results. Many of these metrics were developed through the previous year's M&E workshops with MAC managers and USAID-GEMS technical staff. Revisions to the project's PMP were substantially facilitated by the improved comprehension and support for performance monitoring after the completion of the first full year of PMP implementation. Advisors and technical staff were much more engaged in the formulation of indicators and targets and this resulted in a much improved performance management plan that should provide for robust project monitoring over the remaining years of the current contract.

In order to improve the availability and utility of reported back office data, a new template was developed that will serve as a detailed performance result tracking sheet in each MAC with quarterly updates of data as it is collected by project and partner technical staff. This spreadsheet and a new PMP indicator summary spreadsheet that includes quarterly data for each MAC for each back office PMP indicator will substantially enhance the ability of project and partner managers to track performance improvements in targeted areas over time. This is especially true where progress has been made in MAC-level sub-indicators but sufficient change has not occurred for the highest level indicators to show change.

For the first quarter of PMP reporting of 2014, there was little change in results as tracked by the project's performance indicators outside of classroom and on the job training results. This will change as interventions in both Wave 1 and Wave 2 MACs continue to strengthen and mature, resulting in the transformation of project capacity building and support into tangible performance improvements by MAC staff.

**TABLE 1: USAID-GEMS PERFORMANCE INDICATOR DATA TABLE FY14**

USAID-GEMS Performance Indicator Data Table: 2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
<b>USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)</b>									
I-1	% of surveyed procurement system participants that agree or strongly agree that GOL Procurement System is “relatively corruption free”	Custom	% of respondents	N/A	2013	23	-	23	
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	30	0	Survey will be implemented in MACs as performance data is collected and made available in subsequent quarters
I-3	% of surveyed LIPA clients that report that LIPA training met their expectations "For the Most Part" or "Very Much So"	Custom	# of MACs	N/A	2013	54	60	-	M&E work with LIPA to start data collection and reporting on this data will begin once LIPA M&E Director position is filled
I-4	Number of MACs that have successfully deployed an e-Government activity with project support	Custom	# of MACs	N/A	2012	0	6	1 (MOF OGI Billboard)	The OGI Billboard has reportedly been up and running for most of the past year. The MOF has demonstrated strong commitment to the billboard by finding local capacity to make needed repairs during breakdowns.
I-5	% change in GOL fleet expenditures in GEMS partner MACs	Custom	% change	N/A	2012	0	-5	0	To date, financial data on fleet expenditures has not been made available by GEMS partner MACs

**USAID-GEMS Performance Indicator Data Table: 2014**

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I-6	# of existing or proposed concessions evaluated by concessions granting entities or IMCC utilizing USAID-GEMS supported geospatial data systems	Custom	# of concessions	N/A	2013	0	0	-	
I-7	\$ value of actual cost savings in payment expenses achieved in mobile money salary payments with USAID-GEMS support	Custom	\$ value	N/A	2012	0	1,599,910	0	Additional cost savings will come as mobile money is scaled up at MOE with USAID-GEMS support in subsequent quarters
I-8	Number of Executive Branch Personnel Trained with USG Assistance	Custom	# of personnel	Sex	2012	0	1700	474	Trainings conducted included: preventive maintenance, introductory workshops, IT service management, accounting and reporting, gender mainstreaming, Library management, E-government strategy stakeholders, on-the-job trainings in procurement
				Male		0	1500	397	
				Female		0	200	95	
I-9	# of MACs with a USAID-GEMS trained CICTO	Custom	# of MACs	N/A	2012	0	2	0	Sufficient CICTOs have not been hired to justify conduct of training course
I-10	# of MACs that have achieved passing score on key FM process self-assessments (payments, check management, cash management, deposits and revenues)	Custom	# of MACs	N/A	2013	0	3	0	The first round of FM process assessments should be completed in all Wave 1 MACs by the end of Q2

USAID-GEMS Performance Indicator Data Table: 2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
<b>IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards</b>									
I.1-1	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	3	0	Additional discussion is required with USAID to clarify the definition of this indicator
I.1-2	# of Liberian Young Professionals deployed to MACs with USAID-GEMS support	Custom	# of people	Sex	2012	0	11	11	The PYPPs have been assigned at the MOF and USAID-GEMS MOPT
				Male			6	6	
				female			5	5	
I.1-3	# of partner MACs with functioning CMCs or processes used to communicate information on interventions and/or results	Custom	# of MACs	N/A	2012	0	4	0	Data collection in the area is on-going
<b>IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency</b>									
I.1.1-1	# of MACs utilizing financial management software tools or IFMIS for financial management	Custom	# of MACs	N/A	2012	6	10	8(GC , plus 6 baseline IFMIS users	No new MACs completed key milestones required to pass this indicator in Q1
I.1.1-2	# of MACs with auditable Financial Management (FM) systems	Custom	# of MACs	N/A	2012	0	6	0	No new MACs completed key milestones required to pass this indicator in Q1
I.1.1-3	# of MACs that have developed detailed, agency-specific FM processes conforming to the PFM law, disseminated them to staff and trained staff in their use	Custom	# of MACs	N/A	2012	0	7	1(GC)	No new MACs completed key milestones required to pass this indicator in Q1

USAID-GEMS Performance Indicator Data Table: 2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
<b>IR 1.1.2: Targeted management functions of GOL institutions strengthened</b>									
1.1.2-1	Standardized procurement performance monitoring system developed, approved and applied in MACs by PPCC	Custom	Y/N	N/A	2013	N	N		
1.1.2-2	% improvement in specification of correct procurement methods in draft procurement plans submitted to PPCC	Custom	% change	N/A	2013	-	10	0	Procurement plan reviews will be conducted in Q2 2014 as drafts are submitted to PPCC
1.1.2-3	# of MACs with 90% or more of required procurement documentation in place for new procurements	Custom	# of MACs	N/A	2013	0	3	0	Baseline data has been collected for 7 MACs to date on procurement documentation. The average % of documents present was 51.6%.
1.1.2-4	# of MACs that have developed a performance management policy and oriented their staff to the policy	Custom	# of MACs	N/A	2013	0	3	0	HR work in this area is ongoing.
1.1.2-5	# of MACs that have conducted performance appraisals for at least 75% of their staff utilizing CSA procedures annually	Custom	% of staff	N/A	2013	0	3	0	HR work in this area is ongoing.
1.1.2-6	# of partner MACs with 100% of required HR documentation in place	Custom	% of MACs	N/A	2012	0	3	0	Baseline data will be collected for all Wave I MACs by the end of Q2 2014
1.1.2-7	# of partner MACs implementing merit-based recruitment	Custom	# of MACs	N/A	2013	0	3	0	a draft recruitment assessment tool has been developed and will be pilot-tested in the Q2 2014
1.1.2-8	# of MACs with 50% or more of their vehicles maintained according to GSA standards annually	Custom	# of MACs	N/A	2013	0	3	0	USAID-GEMS Assets staff will continue to work with partner MACs to improve reporting on this indicator

USAID-GEMS Performance Indicator Data Table: 2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I.1.2-9	GOL Property Registry developed, approved and updated regularly by the GSA	Custom	Y/A	N/A	2014	N	Y	0	STTA for development of this registry is planned for subsequent quarters of 2014
I.1.2-10	# of MACs with up to date general asset registries	Custom	% of properties	N/A	2012	0	4	0	Data collection and reporting systems for this indicator will be developed and tested in Q2 2014
I.1.2-11	% change in number of vehicles in operation fleet	Custom	% of change	N/A	2012	-	-10	0	Data for this indicator was not reported by the GSA this quarter
I.1.2-12	# of performance monitoring systems established in partner MACs with USAID-GEMS support	Custom	# of plans	N/A	2012		14	1 (GSA New Policy fleet)	Deployment of the MAC-level back office indicator quarterly report will begin in earnest in Q2 in all MACs. PMS will be considered to be in place once there is data for at least 50% of the indicators
I.1.2-13	# of MACs with IT systems that are assessed as IFMIS ready	Custom	# of MACs	N/A	2012		8	7(Wave 1)	Data for this indicator will be updated once the next round of IT equipment is procured and installed in Wave 2 MACs
I.1.2-14	# of partner MACs with a functioning IT incident management system	Custom	# of MACs	N/A	2013	0	0	0	The IT incident management software is being pilot-tested in the USAID-GEMS offices. Once testing is complete and sufficient resources are in place to support its deployment, MAC-level systems will be brought on line.



USAID-GEMS Performance Indicator Data Table: 2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
<b>IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened</b>									
1.2-1	% of surveyed GOL-sponsored LIPA trainees that report "very much so" or "For the most part" for use of new knowledge and skills on the job post-training	Custom	% of surveyed trainees	N/A	2013	70%	72	-	GEMS M&E work with LIPA to systematize data collection and reporting on these data will begin once LIPA M&E Director position is approved and filled
1.2-2	% change of LIPA revenue from service delivery	Custom	% change	N/A	2013	293,831	5		This indicator can only be calculated at the end of the GOL FY.
<b>IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved</b>									
1.2.1-1	# of new trainings offered in response to clients' performance needs identified through capacity needs assessments	Custom	# of trainings	N/A	2012	0	4	0	No additional new trainings were added this quarter. The next certification training that is being developed will be ITIL course.
1.2.1-2	# of international certification trainings that include preparatory testing	Custom	# of MACs	N/A	2012	0	1	2 (Accounting Courses)	The Accounting courses will continue until July 2014 with a possibility of extension
<b>IR 1.2.2: Institutional sustainability of LIPA enhanced</b>									
1.2.2-1	Institutional sustainability plan developed and approved	Custom	Y/N	N/A	2012	0	Y	N	Draft has been developed and submitted to LIPA Management for review
1.2.2-2	# of training courses developed or revised with USAID-GEMS assistance	Custom	# of trainings	N/A	2012	0	13	0	No additional training courses were developed or revised this quarter
1.2.2-3	# of LIPA service delivery areas with corresponding M&E systems	Custom	% of services areas	N/A	2012	0	2	1 (Training)	LIPA continues to collect and utilize training feedback forms. Additional M&E systems will work will take place over the course of the year.

USAID-GEMS Performance Indicator Data Table: 2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I.2.2-4	% of assessed LIPA trainers demonstrating mastery of adult learning techniques in observed LIPA trainings	Custom	% assessed trainers	N/A	2014	TBD	60	0	M&E systems development for this indicator will begin in Q2 2014
<b>IR 1.3: Expanded Public sector use of ICT linked to development objectives supported</b>									
I.3-1	# of GOL ICT policies developed and approved with USAID-GEMS assistance	Custom	# of policies	N/A	2013	0	5		
I.3-2	# of candidates that have completed USAID-GEMS developed CICTO course	Custom	# of candidates	Modules completed/Sectors	2012	0	6	0	Development of training courses has been done, conducted CICTO TOT training but GOL will have to identify and employ CICTO before the course can be administered
I.3-3	# of ICT special projects/initiatives implemented to expand access to internet resources by targeted groups	Custom	# of projects	N/A	2012	0	1	0	
I.3.4	GOL ICT Assessment Scorecard system developed and approved	Custom	Y/Ns	N/A	2013	N	N	0	Assessment in this area is on-going
<b>IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively</b>									
I.4-1	# of concessions agreements reviewed using USAID-GEMS developed tools to assess economic viability	Custom	# of agreements	N/A	2013	0	4(One per sector)	0	Work in this area will begin next quarter.
I.4-2	Concessions M&E policies and procedures manual developed and approved	Custom	Y/N	N/A	2012	N	N	N	USAID-GEMS supports the NBC's M&E unit to progress in standardizing its M&E tools and systems. As these are finalized and approved, they will be added to the draft M&E manual that GEMS prepared

USAID-GEMS Performance Indicator Data Table: 2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
									for the NBC last year.
I.4-3	National concessions cadastre designed	Custom	Y/N	N/A	2012	0	Y	N	Cadastre design should be finalized in Q2 with STTA
I.4-4	# of concessions agreements with finalized reporting indicators	Custom	# of Concessions	N/A	2013		4 (One per sector)	0	USAID-GEMS assisted the NBC in conducting a meeting of all CGEs to develop lists of standardized indicators. Work on finalizing these lists will continue throughout the year with GEMS support.
I.4-5	# of field monitoring site visits conducted by NBC	Custom	# of visits	USAID-GEMS support or other	2013		4	2	Both visits were made without GEMS support. The NBC monitored LAC and LIBINCO in Buchanan
I.4-6	# CGEs with demonstrated capacity to utilize geospatial tools for concessions-related analysis and management.	Custom	# of requests	N/A	2013	0	0	0	
<b>IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards</b>									
I.5-1	# of GOL employees paid via mobile money (in thousands)	Custom	# of GOL employees	Sex	2012	0	1	0	Additional mobile money roll-out will begin in subsequent quarters as MOE payroll is cleaned
				Male		0		0	
				Female		0		0	
I.5-2	% of GOL revenues payments transferred via electronic payments	Custom	% of payments	N/A	2012	0	20	23	These day are based on the most recent three-month period for which up to date data is available: Sept-Nov. 2013

USAID-GEMS Performance Indicator Data Table: 2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
<b>Cross-cutting Results: Gender</b>									
1	# of MACs with gender equitable EEO policies or guidelines	Custom	# of MACs	N/A	2014	0	3	0	No new HR P&P manuals with EEO policies were approved this quarter.
2	# of MACs reporting on gender of applicants for advertised staff positions	Custom	# of MACs	N/A	2014	0	2	0	Pilot MACs for this intervention will be identified in Q2 2014.
1	Number of USG supported anti-corruption measures implemented (2.2.4-7)	F Indicator	# of measures	N/A	2012	N/A	8	0	Intervention in this area should be produced in Q2 2014
2	# of training days provided to executive branch personnel with USG assistance (2.2.2-6)	F Indicator	# of days	Sex	2012	N/A	1500	396	In this quarter, trainings conducted included: preventive maintenance, introductory workshops, IT service management, accounting and reporting, gender mainstreaming, Library management, E-government strategy stakeholders, on-the-job trainings in procurement
				Male				304	
				Female				92	
3	# of government officials receiving USG-supported anti-corruption training (2.2.4-2)	F Indicator	# of officials	Sex	2012	N/A	1000	262	Trainings conducted included: preventive maintenance, introductory workshops, accounting and reporting, QuickBooks Recording invoices on-the-job training
				Male			800	220	
				Female			200	42	

## VI. WORK PLAN FOR FY14, QUARTER 2

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

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
Develop, document and implement improved MTEF budget formulation processes	Cost center based budget broken down as per the 9 GOL chart of accounts segments developed for the 2012-2013 fiscal year.				processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
	Accurate budget vs. actual reports available				
Develop, document and implement improved MTEF Budget execution processes	Tools available to create accurate budget vs. actual reports				# Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
<b>Accounting &amp; Reporting Processes and Systems</b>					
Develop, document and implement improved expenditure and payment processes	Process Map of updated process				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
	Process Map of updated PFM Law compliant process available				
Develop, document and implement improved revenue calculation, collection and accounting processes	Process Map of updated process				# 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)
	Process Map of updated PFM Law compliant process available				
Develop, document and implement improved audit trails & forms.	Process Map of updated process				Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
	Process Map of updated PFM Law compliant process available				
Develop, document and implement improved processes for archiving of financial documents and electronic data	Process Map of updated process. Assets needed to secure documents procured or plans made to procure Assets				
	Process Map of updated PFM Law compliant process available. Agency has the capacity to secure documents and electronic data is backed up regularly and archived securely				
Implement the use of the GOL standard Chart of Accounts	GOL standard chart of accounts is in use				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
<b>Cash and Bank Account Management</b>					
Develop, document and implement improved cash handling and management processes.	Process Map of updated processes. Adequate safe procured or plans made to procure. Cash reconciliation spreadsheet.				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
	Agency has the capacity to manage and control cash as per the PFM Law requirements				
Develop, document and implement improved bank account management and control processes.	Process Map of updated process. Bank reconciliation spreadsheet.				
	Agency has the capacity to manage and control bank accounts as per the PFM Law requirements				
<b>PFM Law compliance</b>					
Incorporate PFM Law compliance into all financial management processes	PFM Law compliance incorporated into all financial management processes				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1) # of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
	The agency has processes in place to ensure full compliance with the PFM law, these are documented in P&P manuals and process maps.				
Conduct a PFM law compliance audit to ensure full compliance improve processes if necessary	Assurance provided to stakeholders that the agency processes ensure full compliance with the PFM Law				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
PFM Law compliance is incorporated in all processes					
<b>Audits and Internal Controls</b>					
Incorporate effective Internal Controls in all financial management processes	Effective internal controls will be in place and documented in process maps and P&P Manuals				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
	The agency has effective internal controls in place to ensure assets are safeguarded, financial reports are accurate and the agency is in compliance with all applicable legislation				# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)
Develop the human and institutional capacity of the Internal audit function and team	Additional materials and training provided to the Internal Audit Agency				Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
Develop a policies and procedures manual, improve audit trails and improve archiving to ensure the agency and be audited by external auditors	Detailed Policies and Procedures Manual including details of procedures not covered in the general MOF Policies and Procedures manual. Audit trails and financial documents created				
	A P&P manual is in place documenting processes to be audited and all necessary audit trails and documents are created and archived allowing effective internal and external audit and ultimately the agency receives reasonably good audit reports				



Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
<b>Detailed Financial Management Policies and Procedures Manual</b>					
Develop a detailed Financial Management Policies and Procedures Manual with agency specific details not covered in the MOF Manual applicable to all M&As	Agency specific detailed Financial Management Policies and Procedures manual with a level of detail beyond the MOF general manual				
	Detailed Financial Management Policies and Procedures manual with a level of detail beyond the MOF general manual and ensuring full compliance with the PFM Law in place, disseminated and complied with				
<b>Organizational Structure of the Finance Department and Job Descriptions</b>					
Update the organizational structure of the Finance Department to align with updated processes and tools.	Update organizational structure for the Finance Department				
	Updated and aligned organizational structure of the Finance Department				
Update and align job descriptions to support and align with updated processes.	Updated and aligned job descriptions for all Finance staff.				
	Line staff and management have updated and aligned job descriptions for all Finance staff to guide staff and allow for performance benchmarking				
<b>Financial management professionals skills and knowledge</b>					
Develop a training plan and provide training as required to bring financial management professionals skills and knowledge up to international best practice standards and execute their tasks and responsibilities to fully comply with the PFM Law.	Training Materials				<p># of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)</p> <p># of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)</p> <p>Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)</p>
	Financial management professionals in the agency have the skills and knowledge to fully comply with the PFM law and execute their tasks and responsibilities at international best practice standards.				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
<b>Human Resources Management</b>					
Support HR department/unit restructure and realignment; define roles and responsibilities	Updated and aligned organizational structure of HR department/unit				% of staff receiving performance appraisals in last 12 months (PMP 1. 12-2)
Support implementation of CSA/institution HR Policy & Procedures Manual & Toolkit	Draft/revised staff handbook; finalized and approved staff handbook and staff communications session				
Support implementation of Selection & Recruitment Process Manual (SRPM) & Toolkit	Improved screening of applicants, greater alignment of right skills to right jobs, and enhanced staff and institutional performance				
Support implementation of CSA Performance Management/Appraisal System/Framework and Toolkit	Enhanced staff and institutional performance				
Support Human Resources Management (HRM) Professional 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 movement initiatives				
<b>Asset Management</b>					
Individual Operational Fleet Training modules across wave 1 and 2 MACS	Returns of records of Fleet management activities				1.1.2-8/ 1-5
Individual Data Collection modules across wave 1 and 2 MACS	Returns of populated Data				1.1.2-10
OJT AM and FM across Wave 1 & 2 Macs	Improved efficiency				1.1.2-8/1.1.2-10
GSA Coordinator Training					1.1.2-9/1.1.2-10
Finalize Building Maintenance Guidelines	Building Maintenance Policy				1.1.2-9
Complete a comprehensive Buildings Register	Building Register				1.1.2.9

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
Interview Data collection software Analyst	Recommendation for software solution				1.1.2-10
Interview Building Maintenance specialist	Building Policy, Guidelines, Processes and Procedures				1.1.2-9
Implementation of Fleet Policy	Fleet Pilot				1.1.2-10 / 1-5
<b>Procurement</b>					
<b>Procurement Advisory</b>					
Provide guidance in understanding the procurement manual processes and steps during procurement plan implementation	Increased compliance with processes and procedures				# of Procurement Entities (PEs) assessed by PPCC as ??% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
<b>Develop System and Procedures</b>					
Develop systems and procedures for procurement unit and regularize internal procurement processes	Increased compliance and appreciation of procedures				# of Procurement Entities (PEs) assessed by PPCC as ??% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)
Assist entity to develop and structure its procurement documentation and tracking system from bid through contract award to delivery.	Increased accountability and transparency				
<b>Develop Procurement Database</b>					
Development of Common Use Items, Specifications and Price Index	Documented reference for decision making on contract awards				% of surveyed internal and external clients reporting improvement in procurement process (PMP 1-1)
<b>Acquire Computers, Software and Related Training Materials</b>					
Provide computer, printer for procurement unit	Computer, printer, Scanner Microsoft office software suite.				Improved performance and record keeping
<b>Procurement Training</b>					
Procurement Committee Training	Procurement Committees capable of effectively exercising roles and responsibilities; Increased understanding and confidence of approval process				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
Electronic Procurement Tracking Training	Procurement practitioners capable of tracking procurements in Excel; Improved performance and confidence				
Procurement manual training	Procurement practitioners capable of implementing procurements as specified in manual; Increased knowledge of procurement practitioners about the PPCA				
Procurement documentation & record keeping training	Procurement practitioners, accounting and clerical staff capable of maintaining structured documentation; Improved system of accountability transparency and integrity				
Introduction to Government Procurement Training / Seminar	Non-procurement practitioners, including appointed & elected officials, aware of their roles and responsibilities; Increased awareness of the provisions of the PPCA				
Procurement Planning Training	Procurement practitioners and finance staff capable of guiding the process and developing procurement plans; Improved procurement plan with realistic packages, methods and processes linked to cash flow plans.				
<b>Solutions Package</b>					
STTA for Common use items, specifications and price index Database Development					
<b>Monitoring &amp; Evaluation</b>					
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)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
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)
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)
<b>Information Technology</b>					
Install ICT solution pack infrastructure in Wave 2 MACs to link core OFM & ensure core OFM functions are provisioned with suitable workstations	ICT infrastructure platform in place to provide capabilities for automation of financial management activities, enhanced communication, improved institutional memory and enhanced efficiencies				
Supply and commission workgroup servers in selected Wave 2 MACs					
Configure safe and secure network for OFM in Wave 2 MACs					
Assist with deployment of standard IT policies and procedures into Wave 1 and Wave 2 MACs		Standardization of improved policies and procedures across MACs to improve knowledge, reduce risks and improve efficiencies			

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
Assist with deployment of ITSM Service Desks at selected MACs	Improved service delivery by IT units to MACs. Improved ability to track and understand the demand on IT services in MACs				
OJT support for all USAID-GEMS-funded installations at MACs	Enhanced continuity of service; capacity development of IT staff				
<b>Objective 2</b>					
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 fine-tuning, approval and implementation 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; curriculum development; revising course outlines & modules for existing courses, & in developing outlines & modules for new courses	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)
Provide support in enhancing Research and Consultancy Management	LIPA Statement of Capability; Technical proposal writing manual. Enhanced capacity to secure and deliver research and advisory services				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
Provide support in developing management tools and guides and in enhancing LIPA staff capacity through training & development	Competency Framework for LIPA Faculty & senior management team; Career-paths development Guide. Training in career-paths development and adult-learning methodology. Enhanced staff capacity to deliver services				
Provide support in enhancing the Training Community of Practice in USAID-GEMS-supported MACs	Handbook for GOL-MACs Training Community of Practice; Enhanced staff capacity to support the requirements of the National Training & Development Policy				
Continue management of USAID-GEMS TraiNet services	Enhanced capacity to deliver OJT. TraiNet services delivered				
<b>Objective 3</b>					
Support selection of Chief ICT Officers	Most suitable candidates put forward for training as CICTOs				
Assist with development of national enterprise architecture	Enterprise architecture framework to guide ICT development; improved cost efficiencies in ICT, interoperability of systems, reduced waste, enhanced ICT capabilities				
Assist with development of e-Gov strategy					
Assist with development of an improved design of the ICT competency within GOL					
Assist with formulation of ICT governing council					
Assist with development of standardized IT policies and procedures for GOL MACs					

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
<b>Objective 4</b>					
<b>National Concessions Cadastre</b>					
Relicense or license/refurbish/train operators of the FlexiCadastre system	Operational FlexiCadastre system with trained operators, more informed decisions with respect to location of concessions				
Provide one President's Young Professional to operate the FlexiCadastre system at NBC, MOA, FDA, and MLME	Dedicated, trained staffer(s) who can provide the technical skills necessary in the use of the FlexiCadastre system				
STTA to conduct NCC business process analysis and prepare conceptual design and implementation plan, as well as cost estimates for the system and nationwide mapping	National Concessions Cadastre business process analysis, conceptual design, implementation plan, and cost estimates. Also specifications and cost estimates for nationwide base mapping. Foundation for development of the National Concessions Cadastre				National concessions cadastre designed (PMP 1.4-1)
Work with donor community to identify funding for NCC development	Funding plan developed				
<b>National Bureau of Concessions - Operations</b>					
Provision of full-time Economic and Financial Analysis Specialist and a Mining Concessions Management Specialist	Tech reviews, evaluations, and analysis of mining sector and concessions projects and proposals, improved quality of terms in concession agreements and performance in mining concessions				
STTAs on fiscal terms and pricing in contracts (mining)	Recommendations for existing and methodology for future fiscal terms and pricing in concessions contracts, increased capacity to develop terms in concession agreements				
Short-term technical assistant to develop a strategic plan for NBC	Strategic plan for implementing NBC mandate				



Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
<b>Relationship with Concession-related Entities</b>					
Facilitate discussions with NIC, FDA, MLME, MOA, MOE, MOHSW regarding NBC's role vis-à-vis those institutions	Agreement on respective roles and responsibilities, better coordination of concession-related activities (management, supervision, M&E)				
<b>Develop Capacity to Monitor and Evaluate Concessions</b>					
Develop performance indicators and tools for each type of concession	Indicators and tools developed				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Develop instruments and formats for M&E data collection and reporting	Instruments for data collection and reporting				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Collaborate with Concession Granting Entities (CGEs) and other concerned ministries (MOE, MOHSW) to delineate specific responsibilities for collecting concessions performance data	Defined roles and responsibilities for M&E data collection, analysis, and reporting				
Develop Concessions Monitoring handbook outlining policies and procedures, use of tools for monitoring and reporting formats for presenting data	Handbook prepared				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Conduct M&E training for NBC M&E and CGE M&E staff	Training workshops conducted				
<b>Assist NBC with Concessions Monitoring and Evaluation</b>					
Facilitate workshop between NBC and concessionaires on M&E indicators	Workshop conducted				
Revise and finalize concessions performance indicators	Performance indicators, tools and report formats adjusted/improved as necessary				
Assist NBC to develop strategies for working with concessionaires based on performance data analysis					

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
<b>National Investment Commission</b>					
Provision of STTA for development of Concession Development and Private Public Partnership Department	STTA to assist in organizing the department and training personnel, well-functioning Concessions Development and PPP Department, able to manage the concessions and PPP processes and enhance concession and PPP value chains				
Review and harmonize concession laws as needed	Legal framework review for concessions recommendations for amendments to concession-related laws.				
Concessions Advisory Support	Finalization of the procedures for the Inter-Ministerial Concession Committee (IMCC); defined roles and responsibilities of all participants in the IMCC processes; improved efficiency in concessions negotiation, award, and management; documentation that will permit continuity of defined processes over time as personnel change				
<b>Public Procurement and Concessions Commission (PPCC)</b>					
Review need for development of rules, regulations, and forms for concessions pursuant to Article 5c of the PPCA					
Concessions advisory support	Defined roles, responsibilities, and guidelines for regulating concession-granting processes				
<b>Forest Development Authority (FDA)</b>					
Develop standardized concessions monitoring policies and procedures	Standardized guidelines for roles, responsibilities, and procedures in concessions monitoring; improved standardization of concessions monitoring				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
Develop concessions monitoring and reporting tools	Standardized tools for use on concessions monitoring, improved standardization of concessions monitoring				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Develop Concessions Monitoring handbook outlining policies and procedures, use of tools for monitoring, and reporting formats for presenting data	Complete repository of M&E tools and guidelines available for guiding concessions monitoring capacity building, improved ability to monitor concessions contracts				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Conduct M&E training for CGE staff	Improved concessions monitoring capacity in MOA M&E staff, improved capacity to implement PMS and contract compliance reviews				
Analysis of the international timber market	Report providing analysis of international trends in the timber market (desk study, in-house), information required for better planning of future concessions and forest management				
<b>Ministry of Agriculture (MOA)</b>					
Develop standardized concessions monitoring policies and procedures	Standardized guidelines for roles, responsibilities, and procedures in concessions monitoring				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Develop concessions monitoring and reporting tools	Standardized tools for use on concessions monitoring				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Develop Concessions Monitoring handbook outlining policies and procedures, use of tools for monitoring, and reporting formats for presenting data	Complete repository of M&E tools and guidelines available for guiding concessions monitoring capacity building				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Conduct M&E training for CGE staff	Improved concessions monitoring capacity in MOA M&E staff				
<b>Ministry of Lands, Mines and Energy (MLME)</b>					
Relicense/refurbish/train operators of the FlexiCadastre system in Concession Granting Entities and NBC	Operational FlexiCadastre system with trained operators, more informed decisions with respect to location of concessions				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
Develop standardized concessions monitoring policies and procedures	Standardized guidelines for roles, responsibilities, and procedures in concessions monitoring; improved standardization of concessions monitoring				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Develop concessions monitoring and reporting tools	Standardized tools for use on concessions monitoring, improved standardization of concessions monitoring				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Develop concessions monitoring handbook outlining policies and procedures, use of tools for monitoring, and reporting formats for presenting data	Complete repository of M&E tools and guidelines available for guiding concessions monitoring capacity building, improved ability to monitor concessions contracts				Concessions M&E policies and procedures manual developed and approved (PMP 1.4-2)
Conduct M&E training for CGE staff	Improved concessions monitoring capacity in CGE M&E staff, improved capacity to implement performance measurement system and contract compliance reviews				
<b>Objective 5</b>					
Project management for CBL payment system upgrade	Infrastructure is upgraded by end February, consolidated workplans and monitoring that the project is on track				
Project management for the installation of AfDB funded RTGS, ACH, SSS, etc.	RTGS, ACH, SSS installed and operational				
Assist with obtaining funding for the bank supervision off-site automated software	Funding obtained for the software				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Jan	Feb	Mar	
Technical assistance to revenue collection for the DoR	<ul style="list-style-type: none"> <li>Customs payments credited daily</li> <li>At Roberts International, branch bank established and functioning</li> <li>Equipment installed at additional collectorates</li> <li>At LPRC, ASYCUDA terminal installed and functioning at one of the banks close by for entry directly into the system</li> <li>Visits made to Buchanan and Ganta to understand if the same situation occurs there as at RIA and LPRC</li> </ul>				% of GOL revenues payments transferred via electronic payments (PMP 1.5-2)
Migrate direct deposit to mobile money	<ul style="list-style-type: none"> <li>Majority of civil servants paid via direct deposit</li> <li>Pilot programs , then further rollout</li> <li>Increase in number of up-country employees paid via direct deposit on mobile money</li> </ul>				<ul style="list-style-type: none"> <li>\$ value of increased productivity from reduced GOL staff absence from work resulting from mobile money salary payment (PMP 1-7)</li> <li># of GOL employees paid via mobile money (in thousands) (PMP 1.5-1)</li> </ul>
<b>Economic Advisory Support</b>					
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	<ul style="list-style-type: none"> <li>(i) Constraints analyses report</li> <li>(ii) Evidence based policy making decisions on key development agenda of Liberia</li> </ul>				
Capacity building (i) Working with MOF Macro Fiscal Analysis Unit (MFAU) staff, produce and publish regular reports on the performance of the economy	(i) Regular Quality publications on the performance of the economy.				
(ii) Mentoring and coaching of economists at MFAU and the PYPs.	(ii) Institutionalized culture of providing policy advice based on well research information.				

**TABLE 2: LIST OF PRODUCTS AND DELIVERABLES FOR THE PERIOD**

Document ID	Document Description	Objective/ Component	Deliverable Type	File Name
CI00	Training materials for the "Standing Orders for the Civil Service" for HR Dept. staff	1	Training Materials	CI00_ALL-HR-OJT Standing Orders for the Civil Service-2012 (jd)
CI01	GSA Proposed Fleet Policy Implementation Framework Presentation- Oct 2013	1	Training Materials	CI01_GSA-AM- Proposed Fleet Policy Implementation Framework Presentation 2013 10 (CG)
CI02	GSA Presentation to PPCC on Fleet Policy Implementation	1	Training Materials	CI02_GSA-AM Presentation to PPCC on Fleet Policy Implementation 2013 12 5 (CG)
CI03	GSA Presentation to Banks on Fleet Policy Implementation	1	Training Materials	CI03_GSA - AM- Presentation to Banks on Fleet Policy Implementation 2013 12 6 (CG)
CI04	GSA Presentation to MOF on Fleet Policy Implementation	1	Training Materials	CI04_GSA- AM Presentation to MOF on Fleet Policy Implementation 2013 12 5 (CG)
CI05	Presentation for adoption of IT Service Management in MACs; implementing a Service Desk	1	Training Materials	CI05_X- IT-Service Desk Implementation Workshop 2013 11 12(st).pdf
CI06	GSA Employee Handbook	1	Technical Reports	CI06_HR-GSA-Employee Handbook Final 2013 12 17 (jd)
CI07	GSA Asset Management Introductory Workshop	1	Training Materials	CI07_GSA - AM-Asset Management Introductory Workshop 2013 12 12 (CG)
CI08	GSA Fleet Management Policy Implementation Framework	1	Technical Reports	CI08_GSA-AM-Fleet Management Policy Implementation Framework 2013 11 (cg)
CI09	GSA Asset Management, Data Collection and Maintenance Guide Training Modules 1-4	1	Training Materials	CI09_GSA-AM-Final Training Modules 1-4 2013 12 06 (SD-NL)
CI10	E-Library Resources	2	Database	<a href="http://lipa.gov.lr/public/2content.php?sub=156&amp;related=44&amp;third=156&amp;pg=sp">http://lipa.gov.lr/public/2content.php?sub=156&amp;related=44&amp;third=156&amp;pg=sp</a>
CI11	Library User Needs Assessment Report	2	Assessments	CI11_LIPA - Findings from User Needs Assessment - 2013 10 15 (gn-bb)
CI12	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	Training Materials	CI12_LIPA - Using Information Responsibly Presentation 2013 10 14 (gn)

Document ID	Document Description	Objective/Component	Deliverable Type	File Name
C113	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	Training Materials	C113_LIPA - Issues in Library Automation Presentation 2013 10 14 (gn)
C114	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	Training Materials	C114_LIPA - Collection Development Presentation 2013 10 14 (gn)
C115	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	Training Materials	C115_LIPA - The Role of Librarians Presentation 2013 10 15 (gn)
C116	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	Training Materials	C116_LIPA - Toward Greater Visibility of Research Works Presentation 2013 11 15 (gn)
C117	LIPA Library Capacity Building Support: End of Consultancy Report	2	Technical Reports	C117_LIPA - Library Intervention_FinalReport 2013 10 17 (gn)
C118	LIPA Trip Report: Accountancy Certification Training- Alhaji Kurang	2	Trip Reports	C118_LIPA-Trip Report Accountancy Certification Training-Kurang 2013 11 19 (ak)
C119	LIPA Trip Report: Accountancy Certification Training- Williams Atuilik	2	Trip Reports	C119_LIPA-Trip Report Accountancy Certification Training-Atuilik 2013 11 19 (wa)
C120	LIPA Trip Report: Accountancy Certification Training- Victor Bonsu	2	Trip Reports	C120_LIPA-Trip Report Accountancy Certification Training-Bonsu 2013 11 19 (vb)
C121	LIPA ICT Application Systems and Infrastructure Requirements	2	Assessments	C121_LIPA-ICT Application Systems and Infrastructure Requirements 2013 11 21
C122	Concessions Business Process Analyst STTA Ivan Ford Trip Report	4	Trip Reports	C122_C-Trip Report Biz Process Analyst- Ford 2013 12 1 (IF)
C123	LIPA Client Satisfaction Survey Report	2	Technical Reports	C123_LIPA-ME-Client Satisfaction Trainees Report Draft Final 2013 11 25 (rm)
C124	GC Financial Management Policies and Procedures Manual	1	Technical Reports	C124-GC-FM-Final GC Approved and Updated P&P Manual 2013 11 20
C125	Database of all Capacity Development Initiatives in GEMS-supported MACs	1	Database	C125_X-NCDU-Capacity Development Assessment Database Final 2013 10 (kd)
C126	Information for MOPT on Establishing a National Research and Education Network	3	Training Materials	C126_MOPT-ICT-NREN Discussion Doc 2013 11 05 (aw).pdf

**TABLE 3: LISTS OF TRAININGS, WORKSHOPS AND EVENTS**

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
<b>Financial Management</b>					
LIPA	Formal QuickBooks Training	November 27 & 28, 2013	16	7	GOL Fiscal Officers and USAID-GEMS local finance office staff
LIPA	Formal QuickBooks Training	December 4 & 5, 2013	10	15	GOL Fiscal Officers and USAID-GEMS local finance office staff
MOHSW	Formal Financial Management Capacity Building Training: Introduction to Medium Term Expenditure Framework (MTEF) Budgeting	Dec. 2 and Dec. 9, 2013	132	15	Finance Officers, County Health Officers, Medical Directors, Internal Auditors, Administrators, and Logisticians
<b>Human Resources</b>					
Ministry of Education	CSA Performance Management Appraisal/System training	Dec. 10, 17 & 19	10	5	HR Personnel
<b>Visioning &amp; Change Management-Related</b>					
	Change management and change measurement	Oct. 24-25	11	7	Change management committee members, back office functions representatives
<b>Asset Management</b>					
FDA	Vehicle preventive maintenance	Oct. 15	35	3	Asset officer, Transport officer, General services manager, mechanics, drivers
MOE	Vehicle preventive maintenance	Oct. 30	16	0	Transport director, transport supervisor, mechanics, drivers
LIPA	OJT, vehicle and generator reporting tools	Nov 4,5,6	2	0	Generator and General services Officer
CSA	OJT, vehicle and generator reporting tools	Nov.7,11,12	3	0	Transport Officer and Generator maintenance officer
NIC	OJT, Fleet registry updating	Nov. 12	2	0	Chief maintenance officer and Transport officer
GC	OJT, vehicle and generator reporting tools	Nov. 12,27	3	0	Chief Driver and generator maintenance officers



Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
GSA	OJT, National fleet registry updating	Nov.12,22,27	3	0	Fleet management Director, Fleet data officers
MOPT	AM introductory	Nov. 14	26	4	Personnel analyst, Minister, Chief accountant, mechanics, internal auditor, electricians, comptroller, HR director, Procurement expeditor, MOPT Inspector general
NBC	AM introductory	Nov. 19	9	1	M& E officers, NBC analysts, Accountant, Communication officer.
MOA	AM introductory	Nov. 21	20	8	Comptroller, IT director, Asset/ maintenance officer, Warehouse supervisor, Asset officer, Accountant, Drivers, Asst administrative officer, HR officer.
MOH	AM introductory	Nov. 26	11	1	Asst. MA, Fixed asset accountant, Maintenance Director, Fixed asset advisor, Procurement officer, Transport Director, Director of Housing
MYS	AM introductory	Nov. 28	28	4	Personnel director, Asst. minister for Administration, Logistic/Transport director.
MOE	Vehicle preventive maintenance	Dec. 10	19	0	Transport director, transport supervisor, mechanics, drivers
GSA	AM introductory	Dec. 12	19	10	HR director, Director of mobile, Transport director, Asst. Fleet management director, Cost control director, Housing inspectors, Property officers, Asset manager, mechanics
<b>Information Technology</b>					
MOPT	IT service management implementation strategy I	1 November 2013	38	4	Government of Liberia IT Officers, Administrative Officers, USAID-GEMS personnel
MOPT	E-Government Strategy Stakeholders' Workshop I	13 Dec 2013	27	2	Government of Liberia personnel: DMAs, IT Officers, Administrative Officers

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
MOPT	E-Government Strategy Stakeholders' Workshop 2	19 Dec 2013	16	3	Government of Liberia personnel: DMAs, IT Officers, Administrative Officers
MOPT	ICT Organization Design Workshop	26 Nov 2013	9	1	Government of Liberia personnel: MOPT ICT/CIO technical staff including AMT, Presidents Young Professionals
MOPT	What is an e-Government strategy & why does GOL need one	18 Nov 2013	7		Government of Liberia personnel: MOPT staff: DMT, DMA, AMT, AMP & Others; USAID-GEMS personnel
MOPT	Validation of Enterprise Architecture Instrument. Conducted a presentation on Enterprise Architecture; explained key concepts and reviewed data collection tool with the team.	20 Nov 2013	5		Government of Liberia staff: Chief Information Officer and Representative of MOPT Technical Department; USAID-GEMS staff
MOPT	Validation of Enterprise Architecture Instrument. Conducted a presentation on Enterprise Architecture; explained key concepts and reviewed data collection tool with the team.	6 Dec 2013	2	2	Government of Liberia staff: President's Young Professionals; USAID-GEMS staff
<b>Concessions</b>					
	Concessions roles and responsibilities workshop	23 October 2013	45	11	Government of Liberia personnel; USAID representatives; UNDP representatives; USAID-GEMS personnel
	Concessions roles and responsibilities working group meeting	20 November 2013	13	2	Government of Liberia personnel; USAID-GEMS personnel
NBC	Concessions Reporting Workshop	4 - 6 December 2013	38	6	Government of Liberia personnel; GiZ representative; UNDP representative; USAID-GEMS personnel

**TABLE 4: FY 14, Q1 STTA CONSULTANTS**

<b>Specialist Name (Last, First)</b>	<b>Purpose of consultation</b>	<b>Achievements</b>
Appiah, Nicholas <i>Strategic Planning Specialist</i>	To develop a strategic plan for LIPA to strengthen its program delivery.	LIPA strategic plan prepared; including modules and training materials on strategic planning & management
Njoroge, George <i>Library Management Systems Specialist</i>	To facilitate capacity building and performance improvement of LIPA library services to ensure that users have access to training, research and information resources both in electronic and manual forms.	Capacity of LIPA staff in Library systems management enhanced. Reports and manuals covering Library needs assessment; Library operations ; training materials, etc. provided
Atuilik, William Bonsu, Victor and Kurang, Alhaji <i>Accounting Instructors</i>	To strengthen professional accountancy education, improve the quality of accounting education in Liberia; and enhance public sector financial management capacity.	Lectures in class delivered; including provision of student assignments, tutorials and guidance; preparation and administration of tests and exams and monthly and quarterly status updates.
Smith, Roderick <i>Training Cost Analysis Specialist</i>	To analyze the current pricing structure of LIPA courses; determine the break-even points for the courses and estimate prices and numbers of participants necessary to ensure sustainable operation of LIPA.	LIPA Enterprise Fund analyzed; Fixed and Variable cost elements identified. Cost elements of 10 courses identified
Badu, Yaw <i>Business Development Specialist</i>	To sustainably build LIPA's capacity to strategically seek new business opportunities, develop winning proposals for service delivery, and provide advisory services to public and private sector customers.	Draft manuals/formats prepared for LIPA Statement of Capability, and Technical Proposal Writing Manual
Matenje, Isabel <i>Gender Mainstreaming Specialist</i>	To provide support in developing LIPA's capacity to mainstream gender-responsive issues and concerns into training, research and consultancy programs, thereby contributing to women's empowerment and access to local and national decision-making processes.	Gender needs assessment conducted; reports on status of gender mainstreaming in LIPA programs prepared; including an analysis of participation rates in LIPA training programs
Dixon, Wanneh <i>Marketing Specialist</i>	To provide technical assistance to LIPA which will substantially enhance its capacity to market its training, research, consultancy and library services.	LIPA Marketing strategy and Communication/Branding Plan prepared

<b>Specialist Name (Last, First)</b>	<b>Purpose of consultation</b>	<b>Achievements</b>
Brumskine, Estelle <i>Financial Management Consultant</i>	To assist in addressing findings related to the risk assessment of the Ministry of Health and Social Welfare (MOHSW), Ministry of Education (MOE), and the Ministry of Agriculture (MOA) as reflecting in the PFMRAF report.	The consultant has been working with the USAID-GEMS FM team especially at the MOHSW, MOE and MOA. She has been performing walk-throughs of the various business processes of these ministries and is preparing draft financial management policies and procedures manuals for them. She has also completed the final draft of the financial management policies and procedures manual of the MOE and has submitted it to the management for final comments and/or approval.
Nartey, Paul <i>Pay Grading Advisor</i>	To develop existing and revised position "Establishment" list within each MAC considering standardized job titles, collapsing of titles and roles, classification hierarchy and to review the legal and regulatory environment related to pay and incentives.	Collated establishment and personnel listings for 8 MACs. Works within the CSA with Director of Employment Directorate and provides OJT for 4 Occupational Analysts on collation of Human Resource Planning (HRP) data from the personnel listings of various MACs.
Jaco Crafford <i>Cadastral Consultant</i>	Identify needed upgrades to the FlexiCadastre Mining Cadastre at MLME; plan for installation of shared system for all concession-related entities.	Upgrades identified; implementation plan prepared and requirements defined.
Ivan Ford <i>Concessions Business Analyst</i>	Define user requirements for the National Concessions Cadastre	Work begun; Mr. Ford will continue his work after the start of the next quarter.
Charles Gasana <i>Fleet Policy Consultant</i>	To Coordinate with the GSA in the Formulation and execution of the Fleet Policy Implementation Plan.	Excellent progress has been made not least of which getting the Ministry of Finance on board. The implementation plan has now been restored to be closer to the Rwanda model. This has proven to be more acceptable to all stakeholders. Agreement has been reached with the banks.
Taa Wongbe <i>Design of ICT in Government Consultant</i>	To assess GOL's ICT competencies and make recommendations on improving the institutional arrangements for GOL's use of ICT.	The design phase of the project has been completed with the methods validated and assessors prepared for the field work in January 2014
Peter Tobbin <i>National Enterprise Architecture Consultant</i>	To assist GOL with the design and implementation of a National Enterprise Architecture	The design phase of the project has been completed. A draft e-gov strategy has been developed. Workshops for data collection and capacity building on e-Gov completed Data collection forms completed for e-Gov strategy. Preliminary work completed on Enterprise Architecture data collection forms

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