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

QUARTERLY PROGRESS REPORT:  
JANUARY–MARCH 2014 (FY14, Q2)



## **APRIL 2014**

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Cover Photo: Seated at the table are the four GOL public sector employees that passed all subjects for the final level of the Institute of Chartered Accountants, Ghana (ICAG) professional examinations. Standing behind them are their USAID-GEMS Accounting instructors that helped them prepare for the exams.

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## **DISCLAIMER**

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## ACRONYMS AND ABBREVIATIONS

AM	Asset Management
ASYCUDA	Automated System for Customs Data
BOC	Bureau of Concessions
CAG	Controller and Accounting General
CBL	Central Bank of Liberia
CCN	Cooperating Country National
CIO	Chief Information Officer
CMC	Change Management Committee
COP	Chief of Party
CSA	Civil Service Agency
DoB	Department of Budget
DoR	Department of Revenue
EPA	Environmental Protection Agency of Liberia
ESS	Employee/Staff Satisfaction Survey
FDA	Forestry Development Authority
FM	Financial Management
FY	Fiscal Year
GC	Governance Commission
GOL	Government of Liberia
GSA	General Services Agency
HICD	Human and Institutional Capacity Development
HR	Human Resources
HRM	Human Resources Management
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
LIPA	Liberia Institute of Public Administration
LTA	Liberia Telecommunications Authority

LTTA	Long-term Technical Assistance
MAC	Ministry, Agency, & Commission
MIS	Management Information System
MLME	Ministry of Lands, Mines & Energy
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOE	Ministry of Education
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunications
MOU	Memorandum of Understanding
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
STTA	Short-term Technical Assistance
TA	Technical Assistance
TAS	Tax Automation System
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
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 January through March 2014 (FY14, Q2) and provides details on both the implementation of the approved work plan and project management plan (PMP).

With the assessment reports and MOUs signed with the last of the MACs that USAID-GEMS will engage during the project, the work during this quarter focused on implementation of the solutions packages that had been developed for each of the MACs during the assessment of the institution. The USAID-GEMS advisors are now working on a regular visitation schedule with each of the MACs, completing on-the-job training (OJT) which supplements scheduled workshops in the various back-office functional areas.

During the first part of the quarter, the COP, DCOP-Technical and the focal point for each MAC continued visiting each of the institutions that had not yet received a status update in the first quarter. 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. The reports proved so popular, that some of the MACs are requesting new status updates.

A Technical Committee meeting is planned for the first part of April, in which the MACs' focal points will receive a presentation on the CSA's Performance Management System and an overview of the revamped Change Management Committee's communication and M&E tools designed to help the committees monitor USAID-GEMS progress in the back-office functions.

## **ACHIEVEMENTS**

During FY14 Q2, USAID-GEMS advisors followed the approved work plan and actively provided technical assistance to all of the USAID-GEMS MACs to help close the identified performance gaps. This support yielded the following notable achievements:

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

- Draft financial management policies and procedures manuals have been completed and submitted for approval to the ministries of MOHSW, MOE and MOA. The Ministry of Education has already approved their manual.
- Draft PFM compliant policies and procedures manuals were developed for the CSA, GSA, MOPT and LIPA. It is anticipated that each of these manuals will be approved in the next quarter.
- Significant progress has been made in assisting the MACs to produce computer-generated financial management statements.

- The FM Team met with personnel from the MOF Department of the Budget and agreed to prepare joint workshops for management of the MACs on MTEF budgeting and responsibilities under the PFM law.
- The HR Team worked with the CSA to finalize the Civil Service Performance Management System (PMS) and tools, making the performance management process more user-friendly.
- The HR Team assisted the CSA to finalize the Merit Based Recruitment and Selection Manual for the Civil Service and supported the MACs to develop HR policy and procedures manuals. Four MACs completed their HR policy and procedure manuals last quarter and eight are currently completing drafts.
- In this quarter the Pay Grading Advisor worked with the CSA Staff Analyst team to collate data from the personnel listings and develop the human resource planning data for thirteen MACs.
- The Asset Management team conducted five one-day trainings for twelve participating MACs covering four Asset Management Data Collection and Asset Register training modules.
- The STTA Fleet Policy Implementation Advisor outlined a way forward for the fleet policy and advised on how the GOL should implement the Policy.
- The Procurement Team conducted two weeks of one-day workshops on procurement for Procurement Committees with twelve of the fourteen MACs: PPCC, MOA, GC, MOE, EPA, FDA, GSA, CSA, MOPT, MYS, NIC, and NBC.
- A round of one-day workshops on procurement for Procurement End-users was conducted. Attendance was overwhelming from ten of the MACs.
- Following on the Information Technology Infrastructure Library (ITIL) training provided previously to Wave 1 and Wave 2 MACs, USAID-GEMS began the deployment of IT Service Desks. At the close of the quarter the system was operational in MOHSW, NIC, MOF & GSA, and in use at those MACs.
- A one-day knowledge sharing workshop was held for Wave 1 institutions, providing an opportunity for peer-to-peer learning and feedback on their experience with their IT platforms, to address knowledge gaps, and to allow MACs to be briefed on future plans.

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

- USAID-GEMS provided accounting instructors for candidates preparing for the Accounting Technician Scheme of West Africa (ATSWA) exams and the Institute of Chartered Accountants Ghana (ICAG) exams.
- USAID-GEMS' support to LIPA has resulted in the development of a draft LIPA Capability Statement as well as Options for LIPA Restructuring. The LIPA team also collaborated with LIPA to articulate a Vision Statement for the DG and provided support in the preparation of a Cabinet presentation.

- An STTA worked on reviewing and analyzing training costs for the various courses delivered at LIPA in order to determine the break-even points for the courses and estimate prices and numbers of participants necessary to ensure operational sustainability.
- During the quarter, LIPA trainers received two series of Train-the-Trainer (TOT) workshops in order to strengthen and enhance LIPA's capacity to deliver modern, adult-based results-oriented training.
- USAID-GEMS continues to work with LIPA to ensure that all existing and newly-launched courses have well-defined modules and session plans; and that adult-learning methods and tools are properly integrated.
- The LIPA team designed a Competency Based Training & Certification framework with the intent of formalizing the process of awarding certificates, diplomas and other proof of course completion at LIPA.

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

- The ICT Organizational Design project was started with the aim of understanding the current state of ICT within the GOL and advising on the restructuring of the ICT competency in GOL. The IT Team has held multiple meetings and workshops to gather data. Analysis has been completed and a draft report prepared for review. The project will conclude its recommendations early in Q3.
- A draft e-government strategy has been completed after consultations with the MACs. The key parts of the document include an introduction to e-Government, current state of e-Government environment, the strategy, governance structure and roadmap and implementation plan.
- The ICT team supported MOPT in the development and implementation of the Universal Access Fund strategy and policy and supported MOPT's engagement in the WARCIP-funded study to advise GOL on the divestiture of the GOL shares in the Cable Company of Liberia.

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

- The Concessions Team focused on the design of the National Concessions Cadastre (NCC) and was involved in the assessment of user requirements, the documentation of existing business processes and developing a conceptual design and implementation plan for the system. It was decided the NCC should be expanded into a more inclusive Concessions Information Management System (CIMS).
- An STTA began work at the NIC on private-public partnerships (PPPs). He has developed options for rationalizing the institutional framework for PPPs in Liberia and presented those options to NIC. He also prepared recommendations for improvements to the organizational structure of the Concessions Development and Public-Private Partnership Department of the NIC.

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

#### ***mMoney***

- MYS has expressed interest in utilizing mMoney to pay stipends to 15,000 students in a summer program. The mMoney team will follow-up in May-June 2014 to facilitate the

implementation. The payment of 770 stipends by mobile money has saved the GOL \$9,800 a month for the past 10 months. Expanding this to 15,000 stipend payments will create significant fiscal space.

- The MOF Assistant Minister for Expenditure & Debt Management identified three new GOL stipend programs in which USAID-GEMS can pilot using mMoney payments and he also supports the use of mMoney to pay GOL pensions.
- USAID-GEMS, in collaboration with Ministry of Education and Lonestar MTN, has planned for a trip to Nimba and Grand Gedeh Counties. For the field trip, USAID-GEMS prepared a brochure to be distributed to the teachers that explains mMoney and includes a form for the workers to enroll as volunteers for the mMoney pilot projects.
- USAID-GEMS provided inputs for the revised mMoney Guidelines and legal recommendations were included in the final draft of the Mobile Money Regulations.

### ***Payments***

- The anticipated Liberian Revenue Authority (LRA) has sought USAID-GEMS assistance in several areas in order to support the newly independent entity. It has been determined that USAID-GEMS can provide assistance with review of revenue forms; developing a communication strategy; further assist with collectorates and support IT migration and execution to the new LRA.
- The Ministry of Lands, Mines, and Energy, has prepared the space for a decentralized revenue collection window and USAID-GEMS has begun the provision of furniture and equipment. It is expected that the revenue window will be opened in early April and staffed by CBL personnel.

## 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.

The USAID-GEMS project now works within 17 GOL institutions to provide capacity building performance improvement support. In addition to the ten MACs listed in the table above, USAID-GEMS is also providing support to the following, considered as Wave 2 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

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 the quarter, the FM Team continued working collaboratively with the Wave 1 GOL partners (CSA, GC, GSA, LIPA, NBC, NIC and PPCC) to provide sustainable support in the various business processes and financial management systems that have been put in place for these institutions. Technical assistance to our Wave 2 GOL partners (FDA, MOA, MOE, MOHSW, MOPT and MYS) also continued in the design phase of our intervention and, in some cases, started implementation as well in the utilization of some of the tools developed. Below are some highlights from the Q2 interventions:

- Draft financial management policies and procedures manuals have been completed and submitted for approval to the ministries of MOHSW, MOE and MOA. The Ministry of Education has approved their manual while the Ministry of Agriculture and the Ministry of Health and Social Welfare are currently reviewing theirs.
- Draft PFM compliant policies and procedures manuals are also being developed for CSA, GSA, MOPT and LIPA. Review of the CSA manual started during this quarter and we anticipate starting the review of the manuals for approval with the GSA, MOPT and LIPA during the next quarter.
- Introduced the M&E financial management quarterly performance reporting template to the Finance staff of CSA, FDA, GC, GSA, LIPA, MOA, MOPT, MYS and PPCC in order to effect proper reporting to the Change Management Committee.
- Progress in working with the MACs to produce computer-generated financial management statements includes the following:
  - Introduced bank reconciliation and operational ledger templates to MYS along with the IPSAS reporting template.
  - Introduced spreadsheets to MOA for the creation of a comprehensive financial report, which now includes all revenue collected by the MOA, regardless of source. Also assisted the MOA in utilizing producing their GOL Q2 IPSAS financial report.
  - Spreadsheet templates have been provided to the MOE to capture and report on donor and operational funds not recorded in IFMIS. These spreadsheets will be combined with data exported from IFMIS to provide a consolidated view of the MOE financial position.
  - Completed the review of the FDA Chart of Accounts. The FDA has approved them and they will be uploaded into the QuickBooks accounting software.

- Provided assistance to the Comptroller of the GC in producing GOL Q2 financial report in the IPSAS format with information from QuickBooks.
- NIC has completed entry of all transactions for Q2, 5 out of 6 bank reconciliations, and are in the process of preparing their Q2 financial reports from QuickBooks data.

### ***Improving the Use of ICT in Financial Management***

In Wave 1 MACs using QuickBooks, the FM Team continues to support the full implementation and daily use of the software. The GC, NIC, NBC and LIPA are fully utilizing QuickBooks for their daily accounting and reporting activities. The FDA has received all of the necessary formal training and is currently receiving on-the-job training in QuickBooks. It is hopeful that the IT infrastructure will be in place by next quarter in order to start full implementation of the use of QuickBooks.

For MACs that are using IFMIS, the FM Team is working with counterparts at partner MACs and at the MOF/PFMRCU to support its full implementation. As a result of their limited access to key functionalities in IFMIS, they prepare financial reports using spreadsheets or other tools outside of IFMIS.

### ***MTEF Budget formulation and Execution***

The FM Team met with personnel from the MOF Department of the Budget to discuss collaborating on implementing MTEF budgeting in GEMS-supported MACs. It was agreed to prepare joint workshops for management of the MACs on MTEF budgeting and their responsibilities under the PFM law. Linking the achievement of policy goals to budgeting is largely the responsibility of management; therefore, training in financial management and the PFM law for non-financial managers is needed.

### ***Financial Transaction Processing, Accounting and Reporting***

At Wave 1 MACs, the FM Team is in the final stages of implementing PFM law-compliant processes using FM software (and spreadsheets) and creating audit trails to make auditing the MACs much easier and producing more accurate audit reports.

At several of the Wave 2 MACs, the FM team is working with counterparts to develop processes to collect and account for revenue which is not processed on IFMIS and has to be controlled and accounted for by the MAC. Given the size of some of the donor projects in the MACs, accounting for and reporting on those funds is a priority in order to give a comprehensive financial picture of the entity.

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

Improved internal controls have been developed, implemented and documented in FM Policies and Procedures Manuals at most Wave 1 MACs and is underway at Wave 2 MACs. Tools, such as FM software, that allow for improved segregation of duties by using access rights and new forms which require reviews by more officials before a financial transaction can be executed, are in place at most Wave 1 MACs and are under development at Wave 2 MACs. It is also much easier now to audit Wave 1 MACs that are using FM software.

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

At Wave 1 MACs, updated job descriptions have been developed or are currently under development. These will then be presented to the MAC for formal adoption. Most accounting and finance staff are working with new software tools and PFM law compliant procedures.

At Wave 2 MACs, this process has only just begun and final job descriptions can only be developed once new processes are developed using improved ICT tools. The FM Team has also begun collaborating with the USAID-GEMS HR Team to see what assistance the FM team can provide in developing the HR Policies and Procedures Manual as relates to the internal controls over the calculation of monthly payrolls, taxes and social contributions, as well as the payment process.

## Human Resources

The focus for the HR Team this quarter has been on finalizing the Civil Service Performance Management System (PMS) and tools. The HR Team worked with the Management Services Directorate of the CSA to make the performance management process more user-friendly. The associated forms used to document the outcomes of the three formal meetings in the PMS were simplified. A handbook for supervisors was developed to guide them in using the forms and walk them through the steps involved in implementing the Civil Service PMS Cycle.



Once the process and tools were endorsed by the CSA, the HR Team conducted a two-day training program for 30 HR Directors from the MACs. This training was complemented by training provided to individual MAC HR teams during weekly OJT visits. The strategy for implementing PMS into Wave 1 & 2 MACs initially focuses on capacity building for MAC HR staff, as they will be the main facilitators of the PMS process. OJT training for MAC HR teams is organized along the lines

of train-the-trainer programs, as they are expected to lead the training of supervisors within the MAC. This is particularly important for those MACs that have the majority of their staff in the Counties. The next phase is to introduce the Executive Management of the MACs to the PMS to develop leadership understanding and commitment for PMS outcomes. Following this introduction to Executive Management, the HR Team will work with the MAC HR Directorate to conduct training for Supervisors.

The Team assisted the CSA to finalize the Merit Based Recruitment and Selection Manual for the Civil Service and also the MACs to develop policy and procedures manuals. HR Advisors are working with the MAC HR Directors to develop a draft which is then submitted to the MAC Executive Managements for comment and approval. Four MACs completed their policy and procedure manuals last quarter. Eight MACs are currently completing drafts to send to Executive Management. The GEMS HR Team is working closely with the CSA back and front offices providing technical advice on a range of HR issues.

The HR Team is working with MAC HR record keeping staff on personnel filing and records management. Two four-drawer filing cabinets and five boxes of A4 hanging folders and manila folders and tags were delivered to 13 MACs. In the weekly visits to each MAC, HR Advisors assist MAC staff in conducting a file audit of the personnel files.

In this quarter the Pay Grading Advisor worked with the CSA Staff Analyst team to collate data from the personnel listings and develop the human resource planning data for 13 MACs. This information contributed to the following activities that were ongoing during the quarter:

- Submission of job listings;
- Identification of confusing job titles;
- Revised establishment lists and manning requirements for each MAC;
- Validation of staffing requirements for each MAC;
- Consolidation of HR budgets for revised establishment lists; and
- Reports on job descriptions for MAC personnel.

The Pay Grading Advisor also contributed HR technical advice to working groups concerned with the formation of the Ministry of Finance and Development Planning and the Liberian Revenue Authority. The Pay Grading Advisor and Lead HR Advisor provided technical advice to the Governance Commission on the status of the Management and Functional Reviews (MFRs) produced by the GC and CSA.

### **Asset Management**

This has been a very successful quarter for Asset Management, in terms of trainings, OJTs and response of the MACs engaged by the AM team. The team is getting good physical verification that the AM processes are being used. The management at the GSA has supported the AM team to access the right people and perform training for the GSA personnel across several functional areas, specifically HR, Change Management and M&E. Trainings are being organized in all the AM disciplines for the GSA, including specialist training for the GSA coordinators, which will take place early next quarter.

During the quarter, the AM team achieved the following:

- Agreed on an OJT schedule with all the MACs and have been regularly visiting the MACs to work with them across all the AM disciplines.
- Carried out five one-day trainings for twelve participating MACs covering four Asset Management Data Collection and Asset Register training modules. These were attended by about 40 representatives from the different MACs.
- Assisted the GSA in a follow-up survey of GOL vehicles.
- Held meetings with the Real Estate Bureau and wrote a set of recommendations for minimum standards in the area of buildings the GOL leases.
- The STTA Fleet Policy Implementation Advisor completed his assignment and left some concise reports outlining a way forward for the fleet policy and advised on how the GOL should implement the Policy. It is now necessary for the GSA, CSA and the MOF to agree on finance and implementation schedules.
- Designed and populated a building register of GOL-owned buildings.

- In addition to the OJTs, about 14 formal trainings have taken place in the area of Operational Fleet Management.

## **Procurement**

The Procurement Team finalized procurement reports on FY 2012/13 for the MACs and conducted two weeks of one-day workshops on procurement for Procurement Committees with the following twelve of the fourteen MACs: PPCC, MOA, GC, MOE, EPA, FDA, GSA, CSA, MOPT, MYS, NIC, NBC. Sessions for MOHSW and LIPA were rescheduled.

Additionally, two weeks of one-day workshops on procurement for Procurement End-users was conducted. Attendance was overwhelming. The workshops were planned for heads of departments but entities petitioned that we include technical staff also. Average attendance therefore was 18 instead of 10, as planned, at each MAC. Of the fourteen MACs, we met with the following ten: PPCC, MOE, FDA, GSA, CSA (partial), MOPT, MYS, NIC, LIPA and EPA. Sessions for GC, NBC, MOHSW, and MOA were rescheduled.

Concerns were raised about failure of Ministers and very top management to attend since they also stand to benefit from the knowledge participants received. We expect the planned LIPA/PPCC procurement workshops for the Executive and Legislature to address this.

## **Other Activities**

- The Procurement Team participated in a PPCC Stakeholder Consultative Session on the revised Procurement Regulations. The key highlights were (i) Non-consulting services and framework contracting have been incorporated into the Regulations; (ii) procurement plans will not include operational items such as rent, workshops, travels, courier; (iii) the 6 volumes of the USAID-GEMS procurement manuals/guides have been compiled into a Handbook for Procurement Practitioners in the specific sectors of Works, Health, Education, and ICT. The handbook also provides additional guidelines for Consultancy Services, Non-consultancy Services, as well as guidelines on Framework Agreements.
- The Procurement Team conducted a workshop for PYPs who have been trained by the MOF/DoB as Budget Analysts on “Procurement and the Budgeting Process.” Eleven PYPs (five females and six males) attended the workshop. This is expected to help them as they work on developing and executing budgets in the MACS.

## **Monitoring & Evaluation**

### **Capacity Building**

In support to the overall objective of improving MAC capacity for evidence-based decision-making, the M&E Team conducted workshops, which have been combined with the change management model, for M&E points of contact and unit managers in the use of performance monitoring and measurement tools. The workshops were conducted for the CSA and the GSA for a total of 42 individuals. The workshops focused on approaches and strategies of monitoring and measuring performance in back office areas with the effective use of tools to produce performance data for managers to make informed decisions.

## **Core M&E Functions**

### *CSA*

During this quarter, an M&E Manual was shared with the CSA. The manual is intended to serve as a step-by-step guide to the identification of performance gaps, development of corresponding performance goals and objectives, selection of appropriate performance indicators, design of data collection tools and reports, implementation of data collection and reporting systems and the resulting use of data for decision making. The DDG-Human Resource Management, in collaboration with the M&E Unit, has been asked to review and approve the manual. The manual is tailored to the performance monitoring needs of functional management units and the overall management division within MACs and includes a series of tools that can be utilized to facilitate the process

### *EPA*

The M&E team met with EPA to discuss the status of back office interventions and M&E proposed goals and objectives. This report is based on the M&E monthly summary report template that highlights status of USAID-GEMS deliverables, financial management tools usage and key performance indicators. Development of proposed goals and objectives will continue with the intervention of the Change Management Committee.

### *GC*

In order to improve on the performance monitoring and measurement system at the GC, an M&E “Tracker”, in addition to the functional area goals and objectives, has been developed by each functional area. This tracker identifies key deliverables of each of the five back office functional areas and creates a workplan with M&E indicators.

## **Information Technology**

### ***Capacity Development of IT Service Management***

A USAID-GEMS IT goal is to assist in improving GOL IT service management within MACs. Following on the Information Technology Infrastructure Library (ITIL) training provided in previous quarters to Wave 1 and Wave 2 MACs, MOF and National Archives, USAID-GEMS began the deployment of IT Service Desks at client MACs in Q2. Progress to date includes:

- Selection of the free, open-source, osTicket (osTicket.com) application as the preferred service-desk platform.
- Configuration and testing of osTicket for deployment in target MACs.
- Familiarization and awareness training of all Wave 1 and Wave 2 MACs, as well as MOF.
- Training of IT units at GSA, MOHSW, NIC and MOF on the application and use of the IT Service Desk.
- Deployment of the Service Desk at GSA, MOHSW, NIC and MOF.
- At the close of Q2 the system was operational in MOHSW, NIC, MOF & GSA, and in use at those MACs, although only partially so at GSA.

### ***Capacity Development of IT Units***

The USAID-GEMS IT Team provides on-site support to the IT units at Wave 1 and Wave 2 MACs to ensure that: their IT platforms are operating effectively, financial management and

other applications are available, and staff is able to perform their duties. OJT is provided on-demand as well as proactively.

The full deployment of the NBC's solution pack was completed. This was held back by the ongoing modifications to their new office building and by the delay in appointing a new Systems Administrator/Head of IT. Focused support and development has now been provided to the newly appointed Head of IT at NBC, who was not in place to take advantage of the training and preparatory work provided to other Wave I IT teams.

A one-day knowledge sharing workshop was held for Wave I institutions, providing an opportunity for peer-to-peer learning and feedback on their experience with their IT platforms, to address knowledge gaps, and to allow MACs to be briefed on future plans.

The IT team completed installation of Wave I Add-ons to the standard solution pack, being the inclusion of an additional workstation for Asset/Fleet Management, and a multipurpose scanner/printer for the Procurement team.

USAID-GEMS reviewed the backup facilities for Wave I MACs, and procured an enhanced interim solution to allow for easy off-site backups of systems and data, pending the integration of the MACs' systems to a planned GOL shared-service-center providing robust redundancy.

### ***IFMIS Readiness***

"IFMIS Readiness" is a measure of whether a client's IT platform is suitable for deployment of GOL's Integrated Financial Management Information System (IFMIS). The measure is a demonstration of the capacity and suitability of the MAC's IT platform to provide "safe and sound" automated financial management, collaboration and related systems for the Office of Financial Management. Five of the eight Wave I institutions are assessed as IFMIS ready at the end of Q2. This is a regression from the 8 of 8 at the end of Q1, and is due to the severe impact that power shortages at LIPA, GC and NIC have had on the ability of the platform to provide the required services. The IT platforms require electricity and until these MACs are able to solve their power challenges, the issues will persist. It is out of the scope of USAID-GEMS to provide the power infrastructure and/or budget support to solve GC and NIC's power challenge. However, USAID-GEMS will be providing, in Q3, an Automatic Voltage Regulator, battery bank and dedicated wiring circuits to LIPA to provide a 4-hour continuity of service to the IT platform, core network, IT training LAB and core back office systems in the event of an outage. We continue to provide advice to all MACs on how to address their power challenges for IT.

### ***LIPA IT Infrastructure and Systems to Support Core Mission Systems***

A USAID ADS-548 approval was achieved in Q2 for the design and procurement of IT infrastructure and related systems to support the core mission systems of LIPA, together with recommendations on improvements. These recommendations have been reviewed, with changes being implemented, and a plan to have the new systems installed at LIPA in Q3.

### ***Other Projects***

USAID-GEMS has committed to developing a migration strategy and roadmap for moving control of the core mission Information Systems of the new LRA, which is splitting from the MOF/DoR, to the new institution. Initial mandates and a migration strategy have been developed and work has begun on the task.

**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 second quarter of FY14, USAID-GEMS continued to utilize the services of three LT TA advisors. Apart from the on-going support of the three accountancy instructors, the LIPA Advisory Team was also supported by four STTAs: Business Development Specialist, Training Cost Analysis Specialist, Adult Training Specialist and Curriculum Development Specialist. The Advisors collaborated with LIPA's management and staff to improve delivery of LIPA's core service as elaborated below:

***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.
- USAID-GEMS provided accounting instructors for candidates preparing for the Accounting Technician Scheme of West Africa (ATSWA) exams and the Institute of Chartered Accountants Ghana (ICAG) exams. The program also provides instructors to the business colleges of tertiary level educational institutions in Liberia (Stella Maris Polytechnic & Adventist University of West Africa) aimed at strengthening and improving the quality of accounting education in those business colleges.
- This quarter also witnessed the launch of the PFM training at LIPA. Three modules of PFM courses have been designed to improve skills and competence of GOL staff on the PFM legal framework in Liberia as well as issues relating to the entire PFM Cycle.

***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 three-phased activity, USAID-GEMS' support in the second phase has resulted in the development of a draft LIPA Capability Statement as well as Options for LIPA Restructuring. The Technical Proposal Writing Manual has also been drafted together with training materials for Technical Proposal Writing and Consultancy Skills Course to be offered in Q3.
- USAID –GEMS also collaborated with LIPA to articulate a Vision Statement for the DG and provided support in the preparation of a Cabinet presentation on the LIPA Strategic Sustainability Plan 2014–2018.

***Training Cost Analysis and Review of LIPA Enterprise Fund***

- USAID-GEMS facilitated the review and analysis of training costs for the various courses delivered at LIPA. The purpose of this initiative was 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 operational sustainability.
- Accordingly, the following were achieved: Courses were analyzed using a breakeven technique to establish the course fees and the number of participants needed for the course

to be financially sustainable; estimated the total, fixed and variable costs and proposed actions aimed at improving the sustainability of these courses; reviewed the fee structure and proposed actions that can lead to greater financial sustainability.

### **Adult-based Results-oriented Training**

- During the quarter, two series of Train-the-Trainer (TOT) workshops for LIPA trainers were designed and delivered. The purpose of these interventions was to strengthen and enhance LIPA's capacity to deliver modern, adult-based results-oriented training.
- The Basic TOT was aimed at new trainers and those with less than five years of training experience, while the Advanced Course was designed for more experienced trainers. The trainings were delivered using best-practice adult learning training-of-trainers methodologies.



- The TOTs were delivered incrementally over the four weeks of the month of February; and as a result of these interventions, it is expected that LIPA's capacity to deliver modern, adult-based results-oriented training has been significantly strengthened.

### **Curriculum Development**

- USAID- GEMS continues to work with LIPA to strengthen its training quality. Towards this end, the aim of this initiative is to ensure that all existing and newly-launched courses have well-defined modules and session plans; and that adult-learning methods and tools are properly integrated.
- The first phase of this activity was completed; one training workshop was conducted and a skills assessment exercise of the 26 Trainers was conducted. Going forward, the next phase will concentrate on designing curricula templates for LIPA courses along with well-defined modules and session plans, and to enhance the skills of Trainers in curriculum design.
- The LIPA Team continues to review and improve LIPA modules, training materials, and guides and have been observing trainers delivering courses to ascertain whether they are utilizing adult learning strategies that were integrated in the Basic & Advanced TOTs recently facilitated by USAID-GEMS.

### **Competency-Based Training and Certification System**

- USAID-GEMS designed a Competency Based Training & Certification framework with the intent of formalizing the process of awarding certificates, diplomas and other proof of course completion. The senior staff of LIPA discussed and adopted the framework; and subsequently requested that USAID-GEMS assist in developing a Training and Certification Policy, which has been completed.

### **Delivery of Library Services**

- As part of a continuing process to build and improve performance of LIPA library services, USAID-GEMS provided support in the development of an instrument to assess quality of services offered by the LIPA library to its clients (trainers, trainees and the general public).

The purpose of LIPA Library perception survey is to provide baseline data on the satisfaction of clients with Library service quality. Data from the survey will be utilized by staff and managers of LIPA to identify potential areas of strengths and weaknesses; and to track progress in service delivery.

### **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.**

#### ***Organizational Design of ICT in Government***

The ICT Organizational Design project started in November 2013, with the aim of understanding the current state of ICT within the GOL and advising on the restructuring of the ICT competency in GOL. The Team has conducted 3 workshops to engage stakeholders, held over 100 meetings and conducted 2 sets of assessments—the MAC-Level Assessments which targeted 30 MACs and the broad spectrum of the staff, and the IT Units Assessments which were conducted as a second level assessment geared towards understanding the competencies within the IT units of specific MACs. Analysis on the data has been completed and a draft current state report prepared for review. The project will conclude its recommendations early in Q3.

#### ***e-Government Strategy Development***

A draft e-government strategy has been completed after initial consultations with MACs and follow-ups with key MACs. The key parts of the document include an introduction to e-Government, current state of e-Government environment, the strategy, governance structure and roadmap and implementation plan. A validation workshop is being planned to allow key stakeholders to validate the content of the e-Government Strategy.



#### ***National Enterprise Architecture***

A hybrid Enterprise Architecture model combining Federal Enterprise Architecture (FEA) and The Open Group Architecture Framework (TOGAF) was selected. Data collection and assessment phases have been completed, and there has been ongoing capacity building and awareness-raising amongst stakeholders. Key sections of the final report that have been concluded include: Enterprise Architecture principles, some Reference Models and the technical standards.

### **Other Activities**

- Supported MOPT in the development and implementation of the Universal Access Fund strategy and policy.
- Supported MOPT's engagement in the WARCIP-funded study to advise GOL on the divestiture of the GOL shares in the Cable Company of Liberia.

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

The Concessions Team in the second quarter of FY 2014 focused its efforts on the design of the National Concessions Cadastre (NCC). Three STTAs, plus the two permanent members of the Concessions Team, were involved in the assessment of user requirements, the documentation of existing business processes and developing a conceptual design and implementation plan for the system. As the work progressed it became apparent the NCC should be expanded into a more inclusive Concessions Information Management System (CIMS). Accordingly the team expanded its work. The proposed design of the CIMS was presented to a group of GOL officials; 15 individuals representing six GOL MACs were in attendance. Good feedback was received on the initial design.

In addition, a new STTA began work at the NIC on private-public partnerships (PPPs). Since his arrival in early March, he has developed options for rationalizing the institutional framework for PPPs in Liberia and presented those options to a senior staff meeting at NIC. In addition, he has prepared recommendations for improvements to the organizational structure of the Concessions Development and Public-Private Partnership Department of the NIC.

A new Director General was installed at NBC during the quarter. The USAID-GEMS team supported the new DG by preparing an annual work plan, terms of reference for key positions in the organization and an organizational chart. The USAID-GEMS Chief of Party and Concessions Team briefed the new General Director on the work of USAID-GEMS at NBC and on concessions generally and provided on-going support as she assumed her new duties.

### **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)**

- A MYS Cadet Program for youth internship at GOL ministries started in February 2014 and, according to MYS Youth Director, Mercy Corps signed an MOU with MYS to pay the cadets via mMoney. Mercy Corps is also partnering with Liberia Agency for Community Empowerment (LACE) to pay their workers via mMoney. A few challenges were identified during the mMoney payment process but the institution acknowledged that the benefits outweigh the challenges. USAID-GEMS continues to provide recommendations to Lonestar MTN (MNO) to improve mMoney services.

- MYS has also confirmed their interest to utilize mMoney to pay stipends to 15,000 students in a summer program. The mMoney team will follow-up in May–June 2014 to facilitate the implementation.
- In collaboration with CBL and Lonestar MTN, GEMS participated in a training session on reconciliation and settlement of mMoney transactions for commercial banks. Participants from the commercial banks included: Ecobank, GT Bank, UBA, and IBLL.
- The MOF Assistant Minister for Expenditure & Debt Management, identified three new GOL stipend programs in which USAID-GEMS can pilot using mMoney payments. He also supports the use of mMoney to pay GOL pensions, but UBA plans to meet with MOF to pitch the use of Visa prepaid cards for pension payments; the cards would be linked to mMoney accounts in the future.
- The DMA at MOE stated that central office staff has been biometrically enrolled and asked GEMS to confer with CSA and LTTP to determine whether any of the outlying schools in Montserrado County have been biometrically enrolled. GEMS will verify and revert to MOE with a proposal to commence.
- USAID-GEMS, in collaboration with Ministry of Education and Lonestar MTN, has planned activities for a proposed mMoney field trip to Nimba and Grand Gedeh Counties. The planning included: identifying Lonestar MTN network coverage and merchants location and coordinating the next meeting with MOE, MOF, NTAL and CSA to approve the payment of teachers' standard salaries via mMoney.
- For the field trip, USAID-GEMS prepared a brochure that explains mMoney and includes a form for GOL workers to enroll as volunteers for the forthcoming mMoney pilot projects. The brochure will be distributed to teachers in Nimba and Grand Gedeh Counties.
- USAID-GEMS provided inputs for the revised mMoney Guidelines and legal recommendations were included in the final draft of the Mobile Money Regulations.

## **Payments**

### ***Liberian Revenue Authority***

The anticipated Liberian Revenue Authority (LRA) seeks USAID-GEMS assistance in several areas in order to support the newly independent LRA. It has been determined that USAID-GEMS can provide assistance within its existing scope in the following areas:

- Revenue (Tax and Customs) forms review
- Communication Strategy Tax payment system—Providing assistance in the development of standard operating procedures for decentralized revenue windows in the collection of customs fees and taxes
- Technical assistance support IT migration and execution to the new LRA

Data migration draft documentation was presented to LRA for reviewed and updated. ASYCUDA/TAS/SIGTAS functionality should not be an issue with data migration for LRA.

### ***Decentralized Revenue Collection***

- All banks have been contacted regarding the MOU between DoR and the banks, and the MOU is currently under review. DoR has been in discussion with the banks and all, with the exception of Afriland, are interested in going forward.
- The opening of the revenue collection window at RIA has been delayed, pending the signing of the MOU between the commercial banks and MOF legal department. It has been scheduled for the month of May and the collectorate will be manned by IB (International Bank). At the Ministry of Lands, Mines, and Energy, the space has been prepared, the furniture and equipment is being provided by USAID-GEMS and it should be opened by early April. The revenue window will be manned by CBL personnel. MOF will work with the CBL to open the revenue collection window at LPRC.
- USAID-GEMS, in its project management role, visited the Disaster Recovery (DR) site to see the work done by the vendor, Resourcery. The progress at the Disaster Recovery site is substantial and should be completed by the end of April. Resourcery provided a two week payments infrastructure functional training at the CBL DR site, technical training was provided for 2 weeks thereafter. Resourcery should complete its work at the end of March and Unique Solutions will begin with implementing the communications infrastructure component.
- USAID-GEMS has been asked to provide overall project coordination for the workgroups covering ACH/ACP, RTGS and SSS, and Core Banking implementation.



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

#### ECONOMIC ADVISORY SUPPORT TO MOF

- Participated in the preparation of the '**Macroeconomic Policy Agenda—Action tracking matrix**' for the Economic Management Team (EMT). It focuses on four key areas – job creation, concessions, domestic private sector development (SMEs) and domestic revenue mobilization.
- Provided support to MFAU in the '**Analysis of exchange rate trends since the 1990s**' with the aim of unmasking the underlying factors driving the exchange rate movements in Liberia. Secondly, together with MFAU and CBL Research Department, a MOU was drafted for MOF and CBL collaboration to ensure fiscal and monetary policies coordination and consistency.
- Completed the final editing of the Annual Economic Review 2013.
- In February, prepared a discussion paper for the Minister on '**Strengthening institutions from fragility to resilience trajectory: Some lessons from Liberia**' for World Bank panel discussion on March 10th by Video Conferencing.
- Prepared a discussion paper for the Minister on 'Industrialization for inclusive and transformative development in Africa: A case of SMEs centered industrialization strategy' for the Abuja Ministerial Conference on March 29–30, 2014.

#### PRESIDENT'S YOUNG PROFESSIONALS PROGRAM (PYPP)

- Seven out of eight USAID-GEMS sponsored PYPs passed the DoB's test for Budget Analysts. The top scorer out of 20, including other staff within the DoB, was a PYP. Beginning February 2014, successful PYPs began the process of serving as Budget Directors to Ministries and Agencies under the Budget Devolution Program which is part of the MTEF process.
- An Impact Evaluation for gathering feedback from supervisors, mentors and the Deputy Minister for Budget & Expenditure on PYPs' performance at the DoB was carried out. The overall responses to the questionnaire were:
- PYPs have been very dedicated to the Budget process to the point where they have worked on Saturdays and holidays amounting for over 40 hours of work during Budget Season. They have shared responsibility from budget preparation to finalization, thereby speeding up the work to meet the timeline;
- They have gained the DoB's full confidence and have been sent to work independently at MACs linked with the IFMIS System, such as the Ministry of State, Ministry of Information, etc. At their assigned MACs, they are responsible for all aspects of Public Financial Management.

## **CHANGE MANAGEMENT**

USAID-GEMS Change Management team provided change management training through workshops, on-the-job trainings, and meetings in partner MACs. These MACs included GSA, MYS, EPA and CSA. In addition to the Visioning and Change Management workshop conducted for the CSA, a two-day Change Management and Measurement (CMM) workshop was held at USAID-GEMS' office for back office managers responsible for targeted performance enhancements under the USAID-GEMS' Objective I.

USAID-GEMS provided Change Management training for the newly formed Change Management Committee (CMC) at the GSA upon the request of GSA's Deputy Director General of Administration.

During the Change Management workshops, participants from the CSA and GSA were exposed to the ideas and tools of change management and measurement, which includes:

- Stakeholders' analysis
- Development of a Communications plan
- Detailed review of a proposed terms of reference (TOR) for the CMCs
- The Change Management Committee procedures manual
- Back office proposed performance monitoring goals and objectives
- Monthly reporting formats

At the Ministry of Youth and Sports, the Change Management team reviewed the TOR for the CMC and made substantial recommendations. To date, MYS CMC members have signed off on the TOR, pending the Minister's approval. At the EPA, the CMC, has developed the TOR and will be publishing their first communication on the formation of the CMC.

### **Change Management Committee at Governance Commission (GC)**

To date, the key achievements of the CMC include: (a) the establishment of the GC CMC, (b) working with the five back-office functional areas to develop and complete functional area specific work-plans that are tailored towards tracking progress in an M&E mode.

### **Gender Considerations**

USAID-GEMS is focused on promoting interventions that contribute to the empowerment of both genders in the public sector, and to their equitable access to decision-making processes. This approach is outlined in the USAID-GEMS Gender Equality Strategy, which emphasizes the importance of implementing gender-sensitive performance improvements across the GOL that support the economic development of Liberian men and women. 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.

The USAID-GEMS Human Resources Team continued to work with the GOL to ensure equal opportunities are available to both genders for public sector employment, training and career advancement. During FY13, the HR Team collaborated with the CSA to develop and launch the Human Resources Policies and Procedures Manual, the Civil Service Performance Management System, and the Selection and Recruitment Process Manual. The Team is now working to roll

these out to the line ministries, and to conduct trainings on topics including gender equity, sexual harassment and discrimination in the workplace. The NBC and the GSA have formally adopted gender equitable EEO policies and guidelines as part of their HR Employee Handbooks, and the FDA and MOA have begun reporting on the gender of applicants who respond to advertised positions. Together these efforts will increase the probability of recruitment based on merit, and the potential for qualified female candidates to assume professional positions within the Government.

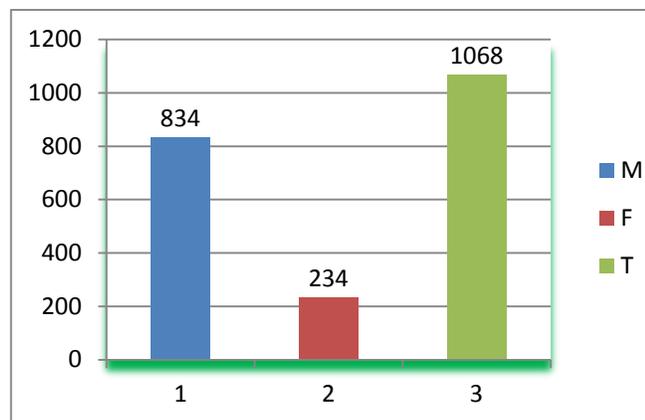
Since the inception of USAID-GEMS, advisors have paid particular attention to identifying female champions and to actively encouraging their participation in USAID-GEMS training opportunities, particularly in areas typically underrepresented by women. For instance, the GEMS Assets Management Team has been conducting on-the-job training and skills enhancement with two female generator operators at the Ministry of Youth and Sports. With GEMS' assistance, they are gaining the practical skills to operate and maintain two 900 KVA generators.

In addition, USAID-GEMS is supporting two young women in the fifth class of the President's Young Professionals Program to pursue careers in the ICT sector, a field traditionally dominated by males. These women, and two of their fellow male PYPs, will eventually support ICT initiatives at the concession-granting entities. They have begun learning how to operate the Concessions Information Management System (CIMS), and have benefitted from introductory trainings on concessions, GIS, and mapping. The other eight members of PYP Class V, which includes four females, are stationed at the Ministry of Finance's Department of the Budget. They continue to benefit from USAID-GEMS financial support and mentorship and look forward to following in the footsteps of the GEMS-sponsored PYP Class IV, which will graduate March next year.

Within USAID-GEMS, female candidates for professional positions are encouraged and sought. During FY14 Q2, the USAID-GEMS welcomed two more female Liberian professionals to its team. Ms. Princess-Calvina Coleman assumed the role of Program Support Assistant on the Technical Team. She will be working directly with the DCOP-Technical to support workshop delivery, draft and edit reports, and provide assistance at meetings and conferences. In addition, Ms. McRinna Collins assumed the role of Project Accountant. USAID-GEMS is committed to continuing to identify female Liberian professionals to fill project positions.

## Training

During the second quarter, USAID-GEMS, again conducted training activities with its partners with the objective of contributing to lift Liberia. The training team keeps managing the USAID official training database, TraiNet, to track all the training offered to USAID-GEMS partners and to feed the F indicators related to training. Of the **1068** participants **834** were males and **234** were females, representing **22%** of the total number.



USAID/GEMS keeps working hard on increasing female participation, mainly through encouragement of partners to identify and lift the obstacles/constraints 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).”

The **Training Evaluation Automated System** developed by the training team (in Microsoft ACCESS) is now operational and is being used by the Procurement, Concessions, and Assets Management teams to analyze the evaluation of any training provided to the MACs, ranging from the quality of the course material, the pertinence of the training offered, to the competency of the trainers.

The **OJT Automated System** which captures detailed OJT information such as hours of training, which is 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”, is now being used by GEMS Program Support Assistant, to track “training days”.

## **IV. PROJECT CHALLENGES**

### **FINANCIAL MANAGEMENT**

#### **PPCC**

There are only three staff engaged in FM at the PPCC and one is the Director of Finance and Administration; he is often busy with other tasks and filling in for the Executive Director. Hence, the time available for capacity building has been limited and the progress to date reflects this, as the PPCC is behind other Wave I MACs in its implementation. Additionally the Director of Finance and Administration has been suspended since February 2014, slowing progress even more.

#### **EPA**

Progress at the EPA was delayed considerably this quarter because of the Controller's absence from the office for most of the quarter. The EPA Change Management Committee had suggested moving forward with the Deputy Controller, who was acting, but he was out of the country for training the second half of March. The Controller returned at the end of March and the process is back on track.

#### **LIPA**

The power situation at LIPA slowed down the timely utilization of QuickBooks. As a result, the server was always down and the accounting staff had to revert to using spreadsheets in order to produce timely financial reports. There is an urgent need to effect a remedy to this situation.

#### **FDA**

The delay in the procurement of the IT infrastructure for FDA is causing a delay in the implementation of the QuickBooks accounting software. We are hopeful that the procurement will be completed soon in order to move on with this intervention.

#### **IFMIS**

For partner MACs that are using IFMIS, there are a number of challenges. These MACs can only process procurements and payments on IFMIS. They cannot view/print all the reports for their MAC, nor can they post other accounting entries, most notably any revenue transactions that are not processed by the MOF/CBL and also entries for any office outside the main office, of which there are many. They also have no ability to manage donor projects, post entries or create reports, on IFMIS. The PFMRCU has promised to resolve all these issues by June 30, 2014 or sooner but it is very difficult for GEMS FM Advisors and MAC partners to develop and implement PFM law compliant processes without adequate FM software in place. At the moment Advisors and counterparts are doing the best they can with alternatives such as Excel Spreadsheets and possibly QuickBooks for those partners that acquire QuickBooks or other accounting software on their own initiative.

#### **MTEF Budgeting**

The FM Advisors have been collaborating with the Department of the Budget at the MOF to support their efforts to implement MTEF budgeting particularly at GEMS supported MACs. However, the DoB team was very busy this quarter preparing the next fiscal year's budget. Also they are still at the beginning of the process to implement MTEF budgeting so our cooperation

to date has only consisted of an agreement to wait until the busy time passes, then to cooperate in developing the training plan for MACs management and finance staff. The objective is to improve management's participation in each MAC's budgeting process and the capacity of the finance staff to support them. This will be a missed opportunity for FY 14/15 as their collaboration with USAID-GEMS on MTEF budget preparation will happen only after the budget has been prepared.

### **Other Issues**

The MACs missed a lot of on-the-job trainings this quarter because of their involvement in budget preparation, other engagements or inter-agency sporting activities. We tried to re-schedule our engagements but in most cases it did not work out. However, we will continue to stress the need on the part of the MACs to let us know when they are unable to meet as we told them we are flexible and can make adjustments to accommodate them.

## **HUMAN RESOURCES**

Human Resource Directorates in GEMS' MACs continue to face financial constraints to general HR operations. Successful implementation of initiatives such as the Performance Management System and policy and procedure manuals will require funds to print and distribute forms and manuals to staff, while maintaining some stocks in the HR Directorate. Funds will also be required if HR staff are to conduct training in the counties.

In some MACs, capacity of HR staff has been adversely affected by staff movements. In the FDA the HR Director and one HR Officer went on five months maternity leave. This leaves one HR Officer and a HR file clerk remaining in the Unit. In the PPCC, EPA and NIC the new HR Directors have no previous HR experience. In LIPA there has been a change of HR Directors with the old HR Director not transferring all HR responsibilities over to the new HR Director.

The Pay Grade Advisor has identified that the MAC Management and Functional Reviews (MFRs) produced by the Governance Commission do not provide a staffing analysis of individual MACs. This information is an essential part of any MFR and critical to the Pay Grade Advisor fulfilling his TOR. This has been brought to the attention of the Governance Commission and CSA.

The USAID-GEMS HR team has a vacant HR Specialist position that makes it difficult to visit all MAC HR teams on a weekly basis.

## **ASSETS MANAGEMENT**

There does not appear to be a GOL commitment to the devolved fleet area of the Fleet Management Policy as the GSA and MOF have not been able to agree and budget the required funds for implementation. USAID-GEMS provided a consultant to GSA for six months to develop a comprehensive implementation plan, prepare the necessary documentation and set up everything required to implement. The devolved fleet policy requires significant political will and determination if it is to be successful. At this point USAID-GEMS has done all it can do to support the GOL until the necessary decisions and actions are made to move it forward.

## **LIPA**

Several issues and challenges continue to adversely impact attainment of project objectives at LIPA and these include the following:

**Power black-outs and/or outages:** LIPA continues to be challenged by power black-outs and/or outages and this has disrupted delivery of ongoing courses. While delivering the Basic and Advanced TOTs sponsored by USAID-GEMS in February (for example), the Training Team encountered serious challenges of power outages and lighting, while participants had difficulty completing assignments due to low availability of computers and internet.

**Collaboration and Leadership Commitment:** The LIPA-GEMS working relationship has been improving over the years. However, there are still challenging mindsets at LIPA, especially in training program management which is a key result area. At times leadership of the Training Department is unfocused, disorganized and often unavailable to effectively set and enforce training design and delivery standards.

**LIPA Course Planning:** Planning of LIPA course offerings needs to be improved, as there are numerous last minute changes that bring confusion to the first week of training. The current process makes it difficult for trainers to organize their course offerings in a timely fashion, and last minute additions and changes are not communicated to all concerned.

**Motivation/Commitment of Trainers:** Recently, LIPA has encountered challenges in the delivery of courses after normal working hours due to withdrawal of honorarium previously paid to Trainers. As a result, LIPA has been relying on Adjunct Faculty to deliver courses.

**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) is yet to be delivered.

**Apparent lack of a reading & writing culture:** The culture of reading technical reports submitted by the Advisory Team has often been challenging. However participatory the process can be, no feedback is given when the material has been put together and submitted to LIPA for comments. This is unusual for a training institution.

**Number of Accountancy Instructors:** The three Accountancy Instructors are overloaded with work, as the fourth person is yet to be hired.



## V. M&E METRICS

For the second quarter, there are improvements in results, as tracked by the Project's performance indicators. 7% of the PMP's non-training indicators met targets for 2014 already. This will continue as interventions in both Wave 1 and Wave 2 MACs continue to improve. The Performance Indicator Data Table (PDT), a spreadsheet developed for the project was used to discuss with Functional Area Advisors the results achieved or progress made for each of PMP indicators.

During the second quarter, the M&E team worked closely with Advisors to review and track results achieved for the PMP indicators. Based on the review, the team enumerated results achieved and progress made in the following ways:

### PMP indicators making progress towards achieving 2014 targets

- Number of ICT special projects/initiatives implemented to expand access to internet resources by targeted groups (1.3-3)
- Number of GOL ICT policies developed and approved with USAID-GEMS assistance (1.3.1)
- Number of MACs with gender equitable EEO policies or guidelines (1)
- Number of training courses developed or revised with USAID-GEMS assistance (1.2.2-2)
- Number of partner MACs with functioning Change Management Committees or processes used to communicate information on interventions and/or results (1.1-3)
- Number of MACs utilizing financial management software tools or IFMIS for financial management (1.1.1-1)
- Number of training days provided to executive branch personnel with USG assistance (2.2.2-6)

### PMP indicators with achieved targets for 2014

- GOL Property Registry developed, approved and updated regularly by the GSA (1.1.2-9)
- Institutional sustainability plan developed and approved (1.2.2-1)
- Number of MACs reporting on gender of applicants for advertised staff positions (2)
- Number of partner MACs with a functioning IT incident management system (1.1.2-14)

### PMP indicators with exceeded targets

- Number of new training offered in response to clients' performance needs identified through capacity needs assessment (1.2.1-1)
- Number of international certification trainings that include preparatory testing (1.2.1-2)

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

USAID-GEMS Performance Indicator Data Table: Quarter 2–2014									
Number	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	This survey will be conducted in first quarter 2015
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	Data collection in this area has not started
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	0	GEMS and LIPA will conduct a follow up survey at the end of LIPA's training cycle
I-4	Number of MACs that have successfully deployed an e-Government activity with project support	Custom	# of MACs	N/A	2012	0	6	0	Awaiting completion and acceptance of E-Gov. strategy

**USAID-GEMS Performance Indicator Data Table: Quarter 2–2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I-5	% change in GOL fleet expenditures in GEMS partner MACs	Custom	% change	N/A	2012	0	-5	0	Fleet policy not implemented. Operational vehicles in 5 MACs (LIPA, NIC, PPCC, CSA and GC) are now following procedures in vehicle maintenance and record keeping.
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	0	The design of the Geospatial tool is in process
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

**USAID-GEMS Performance Indicator Data Table: Quarter 2-2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
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 needs assessment and mainstreaming, Library management, E-government strategy stakeholders, on-the-job trainings in procurement
				Male		0	1500	379	
				Female		0	200	95	
I-9	# of MACs with a USAID-GEMS trained CICTO	Custom	# of MACs	N/A	2012	0	2	0	No CICTOs have been funded by GOL
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	Tools have been introduced. MACS have been taught the usage of these tools and the process is ongoing

**USAID-GEMS Performance Indicator Data Table: Quarter 2–2014**

Number	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 improved</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	A budget execution template has been put in place. MACs are utilizing it to track what they have spent
I.1-2	# of Liberian Young Professionals deployed to MACs with USAID-GEMS support	Custom	# of people	Sex	2012	0	11	0	The PYPPs have been assigned at the ministry of Finance and USAID-GEMS Ministry of Post and Telecommunications
				Male			6		
				female			5		
I.1-3	# of partner MACs with functioning Change Management Committees or processes used to communicate information on interventions and/or results	Custom	# of MACs	N/A	2012	0	4	2	LIPA and GSA change management committee continue to publish results on interventions in back office operations
<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	5	5 additional MACs have reached key milestones required to pass this indicator

**USAID-GEMS Performance Indicator Data Table: Quarter 2–2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I.1.1-2	# of MACs with auditable Financial Management (FM) systems	Custom	# of MACs	N/A	2012	0	6	7	All wave I institutions have reached the milestones required to pass this indicator
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	0	Job descriptions are in place, review of processes are ongoing, specific processes have been developed
<b>IR 1.1.2: Targeted management functions of GOL institutions strengthened</b>									
I.1.2-1	Standardized procurement performance monitoring system developed, approved and applied in MACs by PPCC	Custom	Y/N	N/A	2013	N	N	N	Tools have been tested in ten MACs, report generated to be discussed with PPCC for adoption and application to other MACs
I.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 review will be conducted in quarter 3
I.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	Additional baseline data has been collected for 5 MACs to date on procurement documentation. The average % of documents present was 58.7%

**USAID-GEMS Performance Indicator Data Table: Quarter 2–2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I.1.2-4	# 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	MACs are being trained in the usage of the PMS
I.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	Training for HR Directors for all 14 MACs has been conducted; handbook has been developed for supervisors and three difference forms for PMS cycle.
I.1.2-6	# of partner MACs with 100% of required HR documentation in place	Custom	% of MACs	N/A	2012	0	3	0	A checklist has been developed, file review ongoing
I.1.2-7	# of partner MACs implementing merit-based recruitment	Custom	# of MACs	N/A	2013	0	3	0	Recruitment manual has been developed and approved
I.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	5	To date, 5 wave I MACs have maintained vehicles according to GSA standards(LIPA, CSA, GC, PPCC, and NIC) 10.03%
I.1.2-9	GOL Property Registry developed, approved and updated regularly by the GSA	Custom	Y/A	N/A	2014	N	Y	Y	GOL owned properties registry has been developed and approved by the GSA. Interview for Building Management STTA complete

**USAID-GEMS Performance Indicator Data Table: Quarter 2-2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I.1.2-10	# of MACs with up to date general asset registries	Custom	% of properties	N/A	2012	0	4	0	Training has been provided to 12 wave 1 and 2 MACs on data collection and procedures on asset registry
I.1.2-11	% change in number of vehicles in operation fleet	Custom	% of change	N/A	2012	-	-10	0	Fleet registry has been developed and is currently being updated. Data collection for this indicator is ongoing
I.1.2-12	# of performance monitoring systems established in partner MACs with USAID-GEMS support	Custom	# of plans	N/A	2012		14	0	USAID-GEMS MACs continued to receive training, tools for the implementation of the performance monitoring systems.
I.1.2-13	# of MACs with IT systems that are assessed as IFMIS ready	Custom	# of MACs	N/A	2012		8	5	5 out of 7 MACs which have been re-assessed are now IFMIS ready. This setback is caused by a lack of safe and reliable electricity
I.1.2-14	# of partner MACs with a functioning IT incident management system	Custom	# of MACs	N/A	2013		0	4	Four MACS (MOF, GSA, NIC and MOHSW) have IT incident management systems operational

**USAID-GEMS Performance Indicator Data Table: Quarter 2–2014**

Number	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>									
I.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	0	GEMS and LIPA will do follow-up survey at the end of LIPA's training cycle
I.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>									
I.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	21	Twenty one (21) new courses have been developed in response to clients identified performance needs
I.2.1-2	# of international certification trainings that include preparatory testing	Custom	# of MACs	N/A	2012	0	1	3	Three (3) (ATSWA 3; ICAG 2; additional professional and Technician courses are ongoing
<b>IR 1.2.2: Institutional sustainability of LIPA enhanced</b>									
I.2.2-1	Institutional sustainability plan developed and approved	Custom	Y/N	N/A	2012	0	Y	Y	Plan has been developed and approved

**USAID-GEMS Performance Indicator Data Table: Quarter 2–2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
1.2.2-2	# of training courses developed or revised with USAID-GEMS assistance	Custom	# of trainings	N/A	2012	0	13	9	In this quarter, nine (9) new courses have been developed
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.
1.2.2-4	% of assessed LIPA trainers demonstrating mastery of adult learning techniques in observed LIPA trainings	Custom	% assessed trainers	N/A	2014	TBD	60	0	A tool has been developed and will be tested
<b>IR 1.3: Expanded Public sector use of ICT linked to development objectives supported</b>									
1.3-1	# of GOL ICT policies developed and approved with USAID-GEMS assistance	Custom	# of policies	N/A	2013	0	5	0	Enterprise Architecture and E-Gov. policy development is in progress
1.3-2	# of candidates that have completed USAID-GEMS developed CICTO course	Custom	# of candidates	Modules completed/Sectors	2012	0	6	0	No CICTOs have been funded or recruited by GOL
1.3-3	# of ICT special projects/initiatives implemented to expand access to internet resources by targeted groups	Custom	# of projects	N/A	2012	0	1	0	A proposal has been developed for Liberia Research and Education network as well as to allocate CCL bandwidth to GOL. Pending GOL decision on divestiture of GOL portion of CCL

**USAID-GEMS Performance Indicator Data Table: Quarter 2–2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
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 I.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	Calibration of two agricultural concessions models is in process
I.4-2	Concessions M&E policies and procedures manual developed and approved	Custom	Y/N	N/A	2012	N	N	N	Concessions reporting templates developed in quarter I are being reviewed and revised
I.4-3	National Concessions Cadastre designed	Custom	Y/N	N/A	2012	0	Y	N	Cadastre design will be finalized by 31 May 2014.
I.4-4	# of concessions agreements with finalized reporting indicators	Custom	# of Concessions	N/A	2013		4 (One per sector)	0	Concessions reporting templates developed in quarter I are being reviewed and revised
I.4-5	# of field monitoring site visits conducted by NBC	Custom	# of visits	USAID-GEMS support or other	2013		4	2	Two visits were made without GEMS financial support. The NBC monitored China Union and LIBINCO
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	Geospatial tools are being designed

**USAID-GEMS Performance Indicator Data Table: Quarter 2-2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
<b>IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards</b>									
1.5-1	# of GOL employees paid via mobile money (in thousands)	Custom	# of GOL employees	Sex	2012	0	1	0	MOE has proposed to commence the enrollment of teachers in two remote counties, provided that the MOF Minister convenes a meeting of all parties (including CSA, MOE, CBL & Lonestar) to confirm that GOL will pay for the initial cash-out fee.
				Male		0		0	
				Female		0		0	
1.5-2	% of GOL revenues payments transferred via electronic payments	Custom	% of payments	N/A	2012	0	20	23	Data on this indicator will be available in quarter 3
<b>Cross-cutting Results: Gender</b>									
1	# of MACs with gender equitable EEO policies or guidelines	Custom	# of MACs	N/A	2014	0	3	2	Two MACs have developed policies or guidelines (NBC and GSA) on equal employment opportunities

**USAID-GEMS Performance Indicator Data Table: Quarter 2-2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
2	# of MACs reporting on gender of applicants for advertised staff positions	Custom	# of MACs	N/A	2014	0	2	2	Two MACs are reported to have information on this indicator (FDA and MOA)
1	Number of USG supported anti-corruption measures implemented (2.2.4-7)	F Indicator	# of measures	N/A	2012	N/A	8	1	The Bill Board continues to provide useful information to the Liberian people. National Asset Registry for GOL ministries, agencies and commissions has been developed and is being updated by the GSA
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	366	In quarter 2, trainings conducted included; procurement, change management and measurement, Human Resources Management and Asset Management. OJTs for Financial Management, IT etc. were also conducted.

**USAID-GEMS Performance Indicator Data Table: Quarter 2-2014**

Number	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
				Male				285	
				Female				81	
3	# of government officials receiving USG-supported anti-corruption training (2.2.4-2)	F Indicator	# of officials	Sex	2012	N/A	1000	843	In quarter 2, anti-corruption trainings included; introduction to FM Policies & Procedures Manual, procurement committee workshops, vehicle/generator record keeping tools, journalization of transaction, procurement for end users, closing journal entries, generator preventive maintenance etc.
				Male			800	663	
				Female			200	180	

## VI. WORK PLAN FOR FY14, QUARTER 3

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
<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)
<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 Agency staff have software tools available to create MTEF budgets as per PFM Law requirements				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) Number of Ministries and Agencies that have in place expenditure commitment controls that limit commitments to actual cash availability and approved budget allocations (PMP 1.1-2)
Develop, document and implement improved MTEF budget formulation processes	Cost center based budget broken down as per the 9 GOL Chart of Accounts segments developed for the 2012-2013 fiscal year. Accurate budget vs. actual reports available				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
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) # 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)
	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				
	Process Map of updated PFM Law compliant process available				
Develop, document and implement improved audit trails & forms.	Process Map of updated process				
	Process Map of updated PFM Law compliant process available				
Develop, document and implement improved processes for archiving of financial documents and electronic data	Process Map of updated process. Assets needed to secure documents procured or plans made to procure Assets				
	Process Map of updated PFM Law compliant process available. Agency has the capacity to secure documents and electronic data is backed up regularly and archived securely				
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
		Apr	May	Jun	
<b>Completed for Wave I Institutions</b>					
<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)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
	The agency has processes in place to ensure full compliance with the PFM law, these are documented in P&P manuals and process maps.				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)
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				
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				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
	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				
<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				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
<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				# 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)
	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.				
<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				
	Assist MAC HR Directorates conduct training of Supervisors in PMS.				
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				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
<b>Asset Management</b>					
Complete Training Modules on fleet Management in the MACS	Returns of records of Fleet management activities				I.1.2-8/
OJT in AM data collection across the MACS and begin the inventories	Returns of populated Data				I.1.2-10
continue OJT FM across Wave 1 & 2 Macs and produce hard evidence of compliance	Individual capacity Development				I.1.2-8/
GSA Coordinator Training	Individual and Institutional capacity development				I.1.2-9/I.1.2-10
Start Building Management and Maintenance Specialist and create a work plan	Capacity Development at the GOL property Bureau				I.1.2-9
Finalize Building Maintenance Guidelines	Building Maintenance Policy				I.1.2-9
Expand details on the Buildings Register	Building Register and property control				I.1.2.9
Develop GOL Building Management and Maintenance Manual	Regularize Guidelines across GOL.				I.1.2-9
Start Software Analyst and create a work plan	Independent Software requirement Analysis				I.1.2-10
Produce software recommendations for the GSA	A transparent and accountable process				I.1.2-10
Implementation of Fleet Policy	Reduce the size of the fleet				I.1.2-11
<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 in compliance with most recent procurement procedures (PMP I.1.2-1)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
<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 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				
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				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
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>					
Continue to provide training in use of USAID-GEMS performance monitoring systems and tools in FM, AM, PM, HR and IT by Unit Managers and M&E Points of Contact	Increased understanding of GEMS M&E tools by MAC staff				1.1.2-12
Provide OJT with MAC staff in support of effective performance monitoring and evaluation	Increased use of GEMS M&E tools with improved availability of required data for decision-making about project progress				1.1.2-12
Continue to provide training in use of performance data for decision-making for MAC Senior Management	Increased understanding of GEMS M&E tools by Senior Managers				1.1.2-12

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
Provide OJT with MAC senior managers in support of effective performance monitoring and evaluation	Increased use of GEMS M&E tools with improved availability of required data for decision-making about project progress				1.1.2-12
Support change management committees in the collation, reporting and use of performance data for project monitoring and evaluation	Improved realization and communication of key project results, accomplishments and shortcomings				1.1-3
<b>Information Technology</b>					
Install local area network (LAN) infrastructure at Wave 2 MACs to link core Office of Financial Management (OFM) and ensure core OFM functions are provisioned with suitable workstations	LAN with managed central network switch with quality network links to accounts- HRM, AM, procurement, IT, and M&E				
Supply and commission workgroup server at Wave 2 MACs	High availability workgroup server providing shared services to OFM, including identity management and file and application services				
Configure safe and secure network for Wave 2 OFM	Unified threat management device operational, and anti-virus software tools operational; and workstations under control of central identity management and segregated OFM network				
Identify and/or develop IT policies and procedures for deployment at MACs	Harmonization of institution IT policy with GOL standards and guidelines, improved control environment, improved effectiveness and utilization of ICT resources				
Deployment of IT Service Desks at Wave 1 and Wave 2 MACs	Improved satisfaction from clients of IT Unit; improved ICT effectiveness & efficiency; provides management & M&E reports				
Deployment of ICT Infrastructure to support LIPA's core mission systems	Improved service delivery				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
<b>Objective 2: LIPA</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. Also commence provision of PFM training to GOL employees	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 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 the development of LIPA Business Plan and in enhancing Research and Consultancy Management	LIPA Business Plan; Statement of Capability; Technical proposal writing manual. Enhanced capacity to secure and deliver research and advisory services				
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. Enhanced staff capacity to deliver services				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
Client feedback on delivery of LIPA Library services	Client perception survey report				# of surveyed LIPA clients that report satisfaction with LIPA service quality (PMP I-3)
Continue management of USAID-GEMS TraiNet services	Enhanced capacity to deliver OJT. TraiNet services delivered				
<b>Objective 3: ICT</b>					
Development of e-Government Strategy & Roadmap	Effectiveness, Efficiency, Cost reduction, improved service delivery, diversify delivery channels, improved transparency & accountability				
Develop communications strategy and plan for GOL ICT modernization plans	Communications strategy, plan, and messaging; improved understanding across GOL of ICT plans; improved participation and buy-in from MACs				
Development of national enterprise architecture (fielding a 3-month STTA)	Enterprise Architecture reference models, Enterprise Architecture Action plan, Enterprise Architecture governance model, strategy and guides for e-Gov implementation				
Assist with strategic implementation of GOL-wide Enterprise Architecture	Activities to kick-start the short-term enterprise architecture action plan,				
Development of an improved design of the ICT competency within GOL	Improvement plan for ICT institutional arrangements sourcing model for ICT initiatives. Once implemented, a modernized ICT competency, placed to efficiently deliver e-Gov services.				
Assist with strategic implementation of improvement plan for ICT competency in GOL	More effective utilization of scarce ICT human resources, improved government services				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
<b>Objective 4: Concessions</b>					
Provide PYPs to Concession-Related Entities	Improved use of technology in the CREs				Number of CREs w/ capacity to use geospatial tools increased
Short-term technical assistant to develop a strategic plan for NBC	Strategic plan for implementing NBC mandate				
Revise and finalize concessions performance indicators	Performance indicators, tools and report formats adjusted/improved as necessary				1.4-4, reporting templates prepared for use w/ concessionaires
Concessions cadastre design will be completed	Design and implementation plan for Concessions Information Management System prepared				1.4-3, Cadastral design completed.
<b>Objective 5: mMoney &amp; Payments</b>					
Project management for CBL payment system upgrade	Infrastructure is upgraded by end February, consolidated work plans and monitoring that the project is on track				% of GOL revenues payments transferred via electronic payments (PMP 1.5-2)
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				
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 inside the customs house</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>				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Apr	May	Jun	
<b>Mobile Money</b>					
Migrate from checks to mobile money	Large number of civil servants paid via checks <ul style="list-style-type: none"> <li>• Pilot programs , then further rollout</li> <li>• Increase in number of up-country employees paid via checks to mobile money</li> </ul>				\$ value of increased productivity from reduced GOL staff absence from work resulting from mobile money salary payment (PMP 1-7) # of GOL employees paid via mobile money (in thousands) (PMP 1.5-1)

## APPENDIX I: TABLES

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

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name
	High-Level Situation and Business Analysis for the Concession Information Management System	4	FY14Q2	Technical Report	C-CIMS High-Level Situation and Business Analysis 2014 3 26 (if).docx
A225	Trip Report for Pete Croswell, Systems Design and Specification Expert	4	FY14Q2	Trip Reports	A225_C-Croswell Trip Report 2014 04 (pc)
A228	Trip Report Pt.2 for Ivan Ford, Cadastre Business Needs Expert	4	FY14Q2	Trip Reports	A228_C-Ford Trip Report 2014 3 6 (if)
A263	CSA Performance Management Systems Training Program and Resources	1	FY14Q2	Training Materials	A263-CSA-HR-A Guide to Perf Mgmt & Appraisals 2014 2 (wp)
A264	AM data collection Module I training presentation	1	FY14Q2	Training Materials	A264-ALL-AM-AM Data Modules I Training 2014 2 (sad)
A265	GSA Proposed Fleet Policy Implementation Framework Presentation to MOF	1	FY14Q2	Training Materials	A265-GSA-AM-MoF Fleet Policy Impl Framework 2014 2 (sad)
A266	DG's vision for LIPA	2	FY14Q2	Technical Reports	A266-LIPA-DG Vision Statement for LIPA— 2014-02-28 (yb-bb)
A267	Report covering training costs of LIPA courses	2	FY14Q2	Technical Reports	A267-TR-LIPA— Training Cost Analysis Report— 2014-03-04 (rs-bb)
A268	Report outlining options for re-organizing and restructuring LIPA	2	FY14Q2	Technical Reports	A268-TR-LIPA- Options for LIPA Restructuring— 2014-02-28 (yb-bb)
A269	Policy framework document proposing adoption of competency and outcomes-based training and certification system at LIPA	2	FY14Q2	Technical Reports	A269-TR-LIPA-Policy Framework Competency-Based Trng & Certif Sys— 2014-10-02 (bb)

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name
A270	Proposal for introduction of a competency based training system at LIPA	2	FY14Q2	Training Materials	A270-TR-LIPA-Towards a Competency Based Training System— 2014-02-25 (bb)
A271	Recommendations from LIPA Master Trainers following delivery of Adult Learning TOT	2	FY14Q2	Technical Reports	A271-TR-LIPA-Advanced Adult Learning TOT Master Trainer Recs— 2014-03-04(ft-bb)
A272	Adult Training Specialist's trip report	2	FY14Q2	Trip Reports	A272-TR-LIPA- Trip Report for Adult Training Specialist-2014-03-03 (ft-bb)
A273	Training Cost Analysis Specialist's trip report	2	FY14Q2	Trip Reports	A273-TR-Trip Report for LIPA Training Cost Analysis Specialist-2014-02-26 (rs-bb)
A274	Business Development Specialist's trip report	2	FY14Q2	Trip Reports	A274-TR-Trip Report for Business Devt Specialist Phase I I— 2014-02-28 (yb-bb)
A275	Report on Adult Learning TOT at LIPA	2	FY14Q2	Technical Reports	A275-TR-LIPA- Report on the Execution of Adult Learning TOT- 2014-03-03 (ft-bb)
A276	LIPA Marketing Strategy	2	FY14Q2	Technical Reports	A276-LIPA-Marketing Strategy-2014 01 20 (wd-bb)
A277	LIPA Communication Plan	2	FY14Q2	Technical Reports	A277-LIPA— Marketing Communication Plan— 2014 01 21 (wd-bb)
A278	LIPA Gender Mainstreaming Course Modules	2	FY14Q2	Training Materials	A278-LIPA— Modules for a Training Course in Gender Mainstreaming— 2014 01 20 (im-bb)
A279	LIPA Competency Based Certification System	2	FY14Q2	Technical Reports	A279-LIPA— Competency Based Certifications System— 2014 01 22

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name
					(bb)
A280	LIPA Phase I Performance Report on Accountancy Certification Program	2	FY14Q2	Technical Reports	A280-LIPA—Phase I Performance Report on Accountancy Certif Program— 2014 01 27 (vb-bb)
A281	LIPA Report on preparation of Marketing and Branding Strategy	2	FY14Q2	Technical Reports	A281-LIPA—Preparation of Marketing and Branding Strategy— 2014 01 21 (wd-bb)
A282	LIPA-Modules on Strategic Management Course	2	FY14Q2	Training Materials	A282-LIPA-Modules on Strategic Mgmt Course— 2014 01 23 (na-bb)
A283	LIPA Strategic Sustainability Plan for 2014-2018	2	FY14Q2	Technical Reports	A283-LIPA—Strategic Sustainability Plan 2014-2018— 2014 01 24 (na-bb)
A284	Charles Gasana Trip report	1	FY14Q2	Trip Reports	A284-AM-Gasana Trip Report 2014 03 21 (cg)
A285	Survey of vehicles for auction	1	FY14Q2	Database	A285_GSA-AM Survey Vehicles for Auction 2014 03 2 (cg)
A286	AM Module 2 Collecting and recording Data	1	FY14Q2	Training Materials	A286-ALL-AM-AM Data Modules 2 Training 2014 03 05 (sad)
A287	AM Module 3 Developing Asset Registries	1	FY14Q2	Training Materials	A287-ALL-AM-AM Data Modules 1 Training 2014 2 20 (sad)
A288	AM Module 4 Coding Assets	1	FY14Q2	Training Materials	A288-ALL-AM-AM Data Modules 4 Training 2014 03 05 (sad)
A289	Arthur Dimas Trip Report	5	FY14Q2	Trip Reports	A289_PAY-Trip Report for Legal Reg Arthur Dimas 2014 03 29 (ad)

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name
A290	Arthur Dimas Draft Final mMobile Regulations	5	FY14Q2	Technical Reports	A290_mMobile Regulations- Draft Final Pending Approval 2014 03 07 (ad)
A291	Arthur Dimas Draft Final mMobile Regulations- Annex	5	FY14Q2	Technical Reports	A291_mMobile Regulations Annex- Draft Final Pending Approval 2014 03 07 (ad)
A312	Advanced TOT Approaches	2	FY14Q2	Training Materials	A312_TR-LIPA-Advanced Training of Trainers (TOT) Approaches 2014-03-20(ft-bb)
A313	Advanced TOT Detailed Approaches	2	FY14Q2	Training Materials	A313_TR-LIPA—Advanced TOT Detailed Approaches (week 2) 2014-03-20(ft-bb)
A313	Report on Basic TOT Week 1	2	FY14Q2	Technical Reports	A314_TR-LIPA-Basic TOT detailed report (Week 1) 2014-03-18(ft-bb)
A313	Report on Basic TOT Week 2	2	FY14Q2	Technical Reports	A315_TR-LIPA-Basic TOT detailed report (Week 2) 2014- 03-18(ft-bb)
A313	Teaching with Cases	2	FY14Q2	Training Materials	A316_TR-LIPA-Teaching with Cases 2014-02-26(yb-ft)
A320	Gender Mainstreaming Consultancy Consolidated Deliverables	2	FY14Q2	Technical Reports	A320_TR-LIPA-Gender Mainstreaming Consolidated Deliverables 2014-01-20(im bb)

**TABLE 2A: LISTS OF TRAININGS, WORKSHOPS AND EVENTS**

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
<b>Financial Management</b>					
IC	CSA—Adjusted Trial Balance OJT	Feb. 4, 2014	3	2	GOL
IC	CSA—Adjusting Journal Entries OJT	Jan. 29–31, 2014	3	2	GOL
IC	CSA—Closing Journal Entries OJT	Feb. 18, 2014	3	2	GOL
IC	CSA—Financial Statements OJT	Feb. 18, 2014	3	2	GOL
IC	CSA— Introduction to FM Policies & Procedures Manual	March 4–11, 2014	3	2	GOL
IC	CSA—Journalization of Transactions OJT	Jan. 8–10, 2014	3	2	GOL
IC	CSA—Posting of Journal Entries OJT	Jan. 15–17, 2014	3	2	GOL
IC	CSA—Unadjusted Trial Balance OJT	Jan. 22–24, 2014	3	2	GOL
IC	FDA—Adjusted Trial Balance OJT	Feb. 12–17, 2014	5	4	GOL
IC	FDA—Adjusting Journal Entries OJT	Jan. 29–Feb. 5, 2014	5	4	GOL
IC	FDA—Closing Journal Entries OJT	March 5, 2014	5	4	GOL
IC	FDA—Entity Set-up in QuickBooks OJT	March 17–19, 2014	5	4	GOL
IC	FDA—Financial Statements OJT	Feb. 24–March 3, 2014	5	4	GOL
IC	FDA—Journalization of Transactions OJT	Jan. 1– 8, 2014	5	4	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	FDA— Posting of Journal Entries OJT	Jan. 13–15, 2014	5	4	GOL
IC	FDA—Unadjusted Trial Balance OJT	Jan. 20–27, 2014	5	4	GOL
IC	GC—Cash & Bank Account Mgt. OJT	March 18–25, 2014	1	0	GOL
IC	GC—Quarter End Closing & Financial Reporting OJT	Jan. 16–March 11, 2014	1	0	GOL
IC	GC—QuickBooks Set-up & Use OJT	Jan. 28–March 13, 2014	1	0	GOL
IC	GSA—Adjusted Trial Balance OJT	Feb. 6, 2014	2	2	GOL
IC	GSA—Adjusting Journal Entries OJT	Jan. 28–30, 2014	2	2	GOL
IC	GSA—Closing Journal Entries OJT	Feb. 27, 2014	2	2	GOL
IC	GSA—Financial Statements OJT	Feb. 13–20, 2014	2	2	GOL
IC	GSA—Journalization of Transactions OJT	Jan. 7–9, 2014	2	2	GOL
IC	GSA—Posting of Journal Entries OJT	Jan. 14–16, 2014	2	2	GOL
IC	GSA—Unadjusted Trial Balance OJT	Jan. 21–23, 2014	2	2	GOL
IC	MOA—Accounting & Reporting for Donor Funded Projects OJT	Jan. 13–27, 2014	1	0	GOL
IC	MOA—Year End Closing & Financial Reporting OJT	Jan. 8–March 26, 2014	1	0	GOL
IC	MOPT—Budget Performance Report	Feb. 12–19,	6	3	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
	OJT	2014			
IC	MOPT—FM Roles & Responsibilities OJT	March 5, 2014	1	3	GOL
IC	MOPT—MTEF Training	Jan. 9–28, 2014	2	2	GOL
IC	MYS—Bank Reconciliation OJT	Feb. 4–14, 2014	0	1	GOL
IC	MYS—IPSAS Financial Report OJT	March 4–18, 2014	1	0	GOL
IC	MYS—Petty Cash Policy & Procedure OJT	Jan. 7–31, 2014	2	2	GOL
IC	PPCC—Cash & Bank Account Mgt. OJT	Feb. 10–March 19, 2014	1	0	GOL
IC	PPCC—QuickBooks Set-up & Use OJT	Jan. 14–March 10, 2014	2	0	GOL
<b>Human Resources</b>					
IC	MACS—HR Performance Mgt. and Appraisal Training	Feb. 26–27, 2014	15	15	Wave 1&2 MACs HR personnel
<b>Visioning &amp; Change Management-Related</b>					
IC	CSA—Change Mgt. & Measurement Workshop	March 18–19, 2014	12	7	Unit Managers, M&E Points of Contact and CMC members
IC	GSA—Change Management & Measurement Workshop	March 20–21, 2014	13	10	Unit Managers, M&E Points of Contact and CMC members
IC	MYS—CMC/Performance Management	Jan. 24, 2014	10	1	GOL
<b>Asset Management</b>					
IC	CSA—Generator Database OJT	March 19, 2014	3	0	AM personnel in GOL MACs

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	CSA— Vehicle/Generator Recordkeeping Tools	Feb. 18, 2014	2	0	AM personnel in GOL MACs
IC	FDA—Fleet Maintenance OJT	March 25, 2014	3	0	AM personnel in GOL MACs
IC	FDA—Generator Preventive Maintenance	Feb. 25, 2014	9	0	AM personnel in GOL MACs
IC	GC-Vehicle and Generator Mgt. 1	Jan. 30, 2014	13	0	AM personnel in GOL MACs
IC	GC—Vehicle/Generator Record Keeping Tools	Feb. 13, 2014	2	0	AM personnel in GOL MACs
IC	GC—Vehicle/Generator Record Keeping Tools 2	March 18, 2014	3	0	AM personnel in GOL MACs
IC	GSA—Fleet Registry Update OJT	March 14, 2014	1	0	AM personnel in GOL MACs
IC	LIPA—Generator Record Keeping Tools	Feb. 19, 2014	1	0	AM personnel in GOL MACs
IC	MACs—Coding Assets & Locating Serial Numbers: AM Module 4	March 11, 2014	35	8	AM personnel in GOL MACs
IC	MACs—Collecting & Recording Assets Data: AM Module 2	March 5, 2014	26	7	AM personnel in GOL MACs
IC	MACs—Defining & Classifying Assets: AM Module 1	March 4, 2014	30	7	AM personnel in GOL MACs
IC	MACs—Dev. & Managing Asset Registries: AM Module 3	March 6, 2014	32	6	AM personnel in GOL MACs
IC	MOA—Vehicle Preventive Maintenance	March 7, 2014	28	1	AM personnel in GOL MACs

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	MOE—Fleet Maintenance OJT	March 25, 2014	2	0	AM personnel in GOL MACs
IC	MOE-Generator Preventive Maintenance I	Jan. 28, 2014	19	0	AM personnel in GOL MACs
IC	MOE—Vehicle & Generator Mgt.	Feb. 10, 2014	33	0	AM personnel in GOL MACs
IC	MOH—Vehicle Preventive Maintenance I	March 6, 2014	11	1	AM personnel in GOL MACs
IC	MOH—Vehicle Preventive Maintenance 2	March 20, 2014	26	0	AM personnel in GOL MACs
IC	MOPT—Vehicle Preventive Maintenance	March 5, 2014	26	0	AM personnel in GOL MACs
IC	MYS—Vehicle Preventive Maintenance	Feb. 27, 2014	22	1	AM personnel in GOL MACs
IC	NBC—AM Vehicle Preventive Maintenance	Feb. 18, 2014	12	1	AM personnel in GOL MACs
IC	NIC—Generator Data Collection OJT	March 18, 2014	2	0	AM personnel in GOL MACs
IC	NIC—Vehicle Record Keeping Tools	Feb. 12, 2014	2	0	AM personnel in GOL MACs
IC	PPCC—Vehicle & Gen. Record Keeping OJT	March 17, 2014	3	0	AM personnel in GOL MACs
<b>Monitoring &amp; Evaluation</b>					
IC	FDA—M&E FM Performance Indicator	March 10, 2014	5	4	GOL
IC	GSA—M&E FM Performance Indicator OJT	March 6, 2014	2	2	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
<b>Information Technology</b>					
IC	MACs—ICT Organization Design Workshop	March 10–11, 2014	24	5	GOL
IC	MACs—IT Knowledge Sharing Workshop	Feb. 27, 2014	14	0	GOL
IC	MOHSW—Service Desk Training Workshop	March 24, 2014	6	0	GOL
IC	MOHSW—Deployment of Service Desk	March 6, 2014	1	0	GOL
IC	GSA—Service Desk Training Workshop	March 24, 2014	4	1	GOL
IC	GSA—Deployment of Service Desk	March 14, 2014	1	0	GOL
IC	NBC—Deployment of Service Desk	March 31, 2014	1	0	GOL
IC	MOF—Service Desk Training Workshop	March 5, 2014	11	2	GOL
IC	NIC—Service Desk Training Workshop	Feb. 10, 2014	6	0	GOL
IC	NIC—Deployment of Service Desk	Feb. 7, 2014	1	0	GOL
<b>Concessions</b>					
IC	Concession-related entities (NBC, FDA, MLME, LISGIS, EPA, LC)	March 27, 2014	12	3	GOL staff involved w/ concessions, mapping or land issues
<b>mMoney</b>					
IC	mMoney Guidelines Workshop—in collaboration with CBL	March 18, 2014	30	10	CBL, mobile companies, commercial banks, UNCDF, GSMA, credit unions

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	mMoney technical working group on settlements & revenue sharing—in collaboration with CBL	Jan. 29, 2014	25	10	CBL, mobile companies, commercial banks, credit unions
<b>Procurement</b>					
IC	CSA—Procurement Committee Workshop	Feb. 26, 2014	8	1	GOL
IC	EPA—Procurement Committee Workshop	Feb. 19, 2014	8	1	GOL
IC	EPA—Procurement for End Users	March 24, 2014	12	7	GOL
IC	FDA—Procurement Committee Workshop	Feb. 24, 2014	10	1	GOL
IC	FDA—Procurement for End Users	March 27, 2014	15	3	GOL
IC	GC—Procurement Committee Workshop	Feb. 14, 2014	3	0	GOL
IC	GSA—Procurement Committee Workshop	Feb. 25, 2014	9	3	GOL
IC	GSA—Procurement for End Users	March 19, 2014	23	6	GOL
IC	MOA—Procurement Committee Workshop	Feb. 13, 2014	7	7	GOL
IC	MOE—Procurement Committee Workshop	Feb. 20, 2014	7	2	GOL
IC	MOE—Procurement for End Users	March 21, 2014	18	9	GOL
IC	MOPT—Procurement Committee Workshop	Feb. 27, 2014	9	1	GOL
IC	MOPT—Procurement for End Users	March 25, 2014	20	8	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	MYS—Procurement Committee Workshop	Feb. 28, 2014	8	2	GOL
IC	MYS—Procurement for End Users	March 28, 2014	16	3	GOL
IC	NBC—Procurement Committee Workshop	March 5, 2014	7	2	GOL
IC	NIC -Procurement Committee Workshop	March 6, 2014	7	1	GOL
IC	PPCC—Procurement Committee Workshop	Feb. 10, 2014	7	3	GOL
IC	PPCC—Procurement for End Users	March 17, 2014	12	4	GOL
IC	PYPs—Procurement Link With Budget	March 22, 2014	6	5	PYPs trained as Budget Analysts/ Directors for MACs
<b>LIPA</b>					
IC	LIPA—Advanced Adult Learning TOT	Feb. 19–25, 2014	13	2	LIPA Trainers
IC	LIPA—Basic Adult Learning TOT 2	Feb. 5–14, 2014	18	6	LIPA Trainers
IC	LIPA—Curriculum Development	March 11, 2014	21	5	LIPA Trainers

**TABLE 3A: FY2014 Q2 STTA CONSULTANTS**

<b>Specialist Name (Last, First)</b>	<b>Purpose of consultation</b>	<b>Achievements</b>
Dimas, Arthur	30-day LOE to overhaul the CBL mMoney Guidelines.	Provided major revisions to the original regulation issued by CBL in August 2011. Non-banks are now eligible to provide mMoney services to the public (via special subsidiary). Also, a second mWallet denominated in US dollar is authorized.
Charles Gasana	Fleet Implementation Policy Advisor	Made detailed recommendations on the roadmap and implementation of the GOL Fleet Policy.
Ivan Ford	Concessions Business Analyst	Prepared C-CIMS High-Level Situation and Business Analysis 2014 3 26 (if)
Amadou Thera	Concessions Business Process Analyst	Documenting/Designing detailed business process flows for the Concessions Information Management System (ongoing)
Peter Croswell	Concessions Systems Design and Specification Expert	Preparing the conceptual design, implementation plan and specifications for the Concessions Information Management System (ongoing)
Michael Oraro	Concessions/PPP Advisor at NIC	Recommendations for rationalizing the institutional framework for PPPs in Liberia prepared; recommendations for organizing the Concessions and Public-Private Partnership Development Department prepared (ongoing)
Taa Wongbe	ICT in Public Sector Organizational Design Expert	The objective of this assignment is to plan a reorganization of Government of Liberia ICT competencies and resources. (ongoing)
Peter Tobbin	ICT Enterprise Architecture/e-Government Expert	The objective of the assignment is to: 1. further develop the National e-Government Strategy and Implementation Plan for the Government of Liberia; 2. develop a National Enterprise Architecture (NEA) describing how the information systems, processes, organizational units and people in an organization function as a whole, guiding MACs to know how best to execute their vision and strategies. (ongoing)
Badu, Dr. Yaw	To serve as Business Development Specialist (BDS). To assist LIPA to build its capacity to strategically seek new business opportunities, develop winning proposals for service delivery, and provide advisory services to public and private sector customers	Options for LIPA Restructuring have been completed. A LIPA Capability Statement is partially completed due to LIPA's inability to supply basic information. Teaching materials for Technical Proposal Writing and Consultancy Skills Course have been drafted. A Vision Statement for the DG of LIPA was articulated. Chaired a LIPA Team to prepare a Cabinet Presentation on the Strategic Sustainability Plan 2014–2018.

Smith, Roderick	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. The overall goal of this initiative is to improve the financial sustainability of LIPA.	Analyzed each course using a breakeven technique to establish the course fees and number of participants needed for the course to be financially sustainable; Estimated the total, fixed and variable cost; Proposed actions aimed at improving the sustainability of these courses; Reviewed the fee structure and proposed actions that can lead to greater financial sustainability; Conducted a market survey to assess fee competitiveness; and prepared a consolidated report.
Tabler, Margaret	Through curriculum development, to strengthen and expand LIPA's capacity to provide targeted training programs; ensuring quality, consistency, and standardization of training methodologies and materials; and improving the overall quality and impact of LIPA's training programs.	This first trip was targeted at scoping the situation and drafting a variety of tools and approaches, building teams for the next steps, and launching a training and mentoring process that will culminate in redeveloped quality course materials for LIPA. Deliverables included a methodology report, skills assessment report, and presentation of materials for a first workshop on Basics of Curriculum Development.
Tejeda, Felipe	To develop and deliver best-practice inspired adult learning training of trainers (TOT) workshops—both Basic and Advanced—for most of LIPA staff.	The TOTs were scheduled for and delivered incrementally stretching over the four weeks of the month of February. Both workshops were designed and delivered successfully. LIPA faculty and adjunct staff are now able to describe and apply the principles of adult learning to current and future LIPA training programs, describe what a good case study is and demonstrate the ability to develop one, and practice a range of advanced facilitation techniques.



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

**Coconut Plantation, UN Drive**

Adjacent to Atlantis Guest House

Mamba Point,

Monrovia, Liberia

Tel: 231 (0) 88-688-3502

[www.gemsliberia.com](http://www.gemsliberia.com)

**IBI International**

2101 Wilson Blvd

Suite 1110

Arlington VA 22201- USA

Tel: 1-703-525-2277

[www.ibi-usa.com](http://www.ibi-usa.com)