



**USAID**  
FROM THE AMERICAN PEOPLE

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

QUARTERLY PROGRESS REPORT:

APRIL–JUNE 2014 (FY14, Q3)



## JULY 2014

This report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this report were prepared by IBI International under contract number 669-C-00-11-00050. The views expressed herein are the sole responsibility of IBI International and do not necessarily reflect the views of USAID or the United States Government.

Cover Photo: Angela Jappah, USAID-GEMS Mobile Money Specialist, explains the benefits of receiving Government of Liberia salaries through Mobile Money to a group of teachers in Margibi County.

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

QUARTERLY PROGRESS REPORT:  
APRIL–JUNE 2014 (FY14, Q3)

## **DISCLAIMER**

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



## TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS .....	iii
EXECUTIVE SUMMARY .....	v
ACHIEVEMENTS .....	vi
I.    USAID-GEMS PROGRESS TOWARDS TARGET ACCOMPLISHMENTS DURING Q3, FY2014.....	I
OBJECTIVE 1: KEY MANAGEMENT SYSTEMS AND FUNCTIONS.....	I
OBJECTIVE 2, INSTITUTIONAL CAPACITY OF LIPA ENHANCED .....	14
OBJECTIVE 3: INFORMATION AND COMMUNICATION TECHNOLOGY .....	17
OBJECTIVE 4: CONCESSIONS MANAGEMENT .....	20
OBJECT 5: PAYMENT SYSTEMS .....	25
CROSS-CUTTING THEMES AND SPECIAL PROJECTS .....	26
USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: QUARTER 3—2014.....	29
APPENDIX I: TABLES .....	39
TABLE 1A: LIST OF PRODUCTS AND DELIVERABLES FOR THE PERIOD.....	39
TABLE 2A: LISTS OF TRAININGS, WORKSHOPS AND EVENTS .....	41
TABLE 3A: FY2014 Q3 STTA CONSULTANTS .....	45



## ACRONYMS AND ABBREVIATIONS

AM	Asset Management
CBL	Central Bank of Liberia
CGE	Concession Granting Entities
CICTO	Chief Information and Computer Technology Officer
CMC	Change Management Committee
CSA	Civil Service Agency
DoB	Department of Budget
EPA	Environmental Protection Agency of Liberia
FDA	Forestry Development Authority
FM	Financial Management
FY	Fiscal Year
GC	Governance Commission
GOL	Government of Liberia
GSA	General Services Agency
HR	Human Resources
HRM	Human Resources Management
HRP	Human Resource Management
ICT	Information and Communication Technology
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
LRA	Liberian Revenue Authority
LTA	Liberia Telecommunications Authority
LYEP	Liberia Youth Employment Program
M&E	Monitoring and Evaluation
MAC	Ministry, Agency, & Commission
MFAU	Macro Fiscal Analysis Unit
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
NCC	National Concessions Cadastre
NIC	National Investment Commission
OJT	On-the-job Training
P&P	Policies and Procedures
PFM	Public Financial Management
PFMRCU	Public Financial Management Reforms Coordinating Unit
PMP	Performance Management Plan
PMS	Performance Management System
PPCA	Public Procurement and Concessions Act
PPCC	Public Procurement and Concessions Commission
PYP	President's Young Professionals
PYPP	President's Young Professionals Program
SME	Small and Medium-sized Enterprises
SOP	Statement of Purpose
SSP	Standard Solution Package
STTA	Short-term Technical Assistance
USAID	United States Agency for International Development
USAID-GEMS	USAID Governance and Economic Management Support Project
WB	World Bank
WTP	Willingness to Pay



## 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 April through June 2014 (FY14, Q3) and provides details on both the implementation of the approved work plan and project management plan (PMP).

On April 10<sup>th</sup>, a half-day Technical Committee Meeting was held with 33 representatives from fifteen of the USAID-GEMS partner ministries, agencies and commissions (MACs). USAID-GEMS advisors made presentations to the group on the new Civil Service Agency's Human Resources Performance Management System (PMS); explained the work of the Pay Grading Advisor; and provided an overview on the structure and work of the MACs' Change Management Committees. After the presentations by the advisors, the last session of the meeting was an opportunity to choose a topic and break into groups to discuss:

- Human Resources/PMS
- Change Management Committee
- Mobile Money
- e-Government
- Concessions
- Procurement, Financial and Asset Management

At the meeting, all MACs were provided with binders containing a complete set of their documents generated under the USAID-GEMS project, both in hard copy and soft copy. The documents included: the institutional assessment report; the MOU signed with USAID-GEMS; the latest status report of USAID-GEMS' intervention in each of the MACs; contact information for all GEMS advisors; and copies of the HR Performance Management System.

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 administrative office functional areas.

The mid-term evaluation field work was completed during the month of June by a USAID-contracted firm and the preliminary findings were shared with USAID and USAID-GEMS. The draft report is expected within three weeks of the end of the field work.

The annual USAID-GEMS workplan workshop will be held the second and third week of July and invitations have been sent to all partner MACs.

## ACHIEVEMENTS

During FY14 Q3, 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

- The Governance Commission (GC), Liberia Institute of Public Administration (LIPA), the National Investment Commission (NIC), and the National Bureau of Concessions (NBC) have shown great improvements in the utilization of QuickBooks to record transactions and to create financial reports. These MACs will be able to produce quality annual FY 2014 Financial Statements from QuickBooks, prepared in compliance with International Public Sector Accounting Standards (IPSAS).
- The GC, Ministry of Agriculture (MOA), Ministry of Education (MOE), and Ministry of Youth and Sports (MYS) are now using spreadsheets to track donor project funding and prepare financial reports. The MOA completed the 3rd Quarter Financial Report using a spreadsheet developed by the USAID-GEMS team that creates IPSAS compliant reports and includes all donor funding in one comprehensive report.
- The Financial Management (FM) team met with the Ministry of Finance (MOF) Department of Budget and agreed to collaborate to develop a training plan for MAC management.
- Financial Management Policies and Procedures (P&P) Manuals have been submitted and are pending approval in MOA, the Ministry of Health and Social Welfare (MOHSW), LIPA, the Civil Service Agency (CSA), the Ministry of Post and Telecommunications (MOPT), MYS and the Environmental Protection Agency of Liberia (EPA).
- Developed a public financial management (PFM) Law compliant procurement to payment process for the EPA. This was done in cooperation with the USAID-GEMS Procurement Advisors, EPA Finance, Procurement and Internal Audit staff.
- In collaboration with the HRMIS Unit at CSA, an electronic HR information system to support HR management and maintain confidentiality of employee records was installed at the General Services Agency (GSA) and NBC.
- USAID-GEMS supported GSA, NBC and EPA in developing, reviewing and finalizing their Employee Handbooks and assisted GC, LIPA, MYS, NIC & MOPT in developing a draft Employee Handbook.
- Support was provided to CSA in developing and finalizing a guide titled *Employment in the Civil Service - Merit-Based Recruitment & Selection Process*. The policy manual has been endorsed by the President and CSA has issued a circular informing all MACs of the fact.
- The Pay Grading Advisor made presentations on job classification and grading to the Second Donor Update Forum, senior management of CSA, GEMS Technical Committee, and cabinet members of the GOL. As a result of the presentation to cabinet, the CSA has been mandated to conduct Human Resource Planning (Manpower) sessions for all MACs.

- Procurement concluded a series of one-day training sessions for MACs' End-Users at NIC, LIPA and GC. The training focused on procurement planning, needs identification, specification writing, bid evaluation and contract monitoring.
- The Procurement advisor supported the Public Procurement and Concessions Commission (PPCC) in a two-day preparatory workshop for 2014/2015 Procurement Plans Hearing. A presentation was made on Framework Contracting and guidance offered to MACs in preparation of Annual Procurement Plans.
- An STTA Consultant completed a database of common use items with indicative prices for the PPCC, which agreed to post the information on the PPCC website. With this data of the items, specifications and indicative prices, MACs can use the information to guide procurement planning and contract awards.
- Deployed the Service Desk System successfully at NBC and CSA followed by System Administration trainings.
- IT team conducted a knowledge-sharing workshop with representatives of all Wave 2 institutions in preparation for the roll-out of the Standard IT Solution Packs for Wave 2.

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

- LIPA's Institutional Sustainability plan 2014-2018 was developed and approved. In order to operationalize the Strategic Sustainability plan, USAID-GEMS has also helped LIPA to develop a Business Plan (2014-2016). As a result of the above, LIPA now has a shared vision and strategy, as well as clear roadmaps for institutional re-branding, communication, and sustainability.
- As part of the alignment process, and in response to client performance needs (or market demands), LIPA has been able to offer 21 new courses during the current training cycle. Progress has also been made in the review and development of course modules and session plans for new and existing courses. Currently, 9 out of a target of 13 courses have been revised or developed.
- As a result of the training cost analysis exercise: (a) a baseline value for the indicator was set; (b) LIPA has now developed several short, competency-based courses to enhance revenue generation; and (c) management is now able to effectively manage the Enterprise Fund.
- USAID-GEMS developed and implemented a client perception survey tool for use by patrons of LIPA's library services.

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

- A draft ICT Handbook, being a proposed basis for an ICT user policy document, prepared by USAID-GEMS, was presented to MOPT for feedback.
- Work is ongoing on the drafting of the e-Government strategy, the National Enterprise Architecture and the Reorganization of ICT in GOL.
- Support to the Liberian Revenue Authority (LRA) for the migration of their core mission systems is ongoing.

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

- The Concessions Team completed the design of the National Concessions Cadastre (NCC). The deliverables included the assessment of user requirements, the documentation of existing business processes, a conceptual design and base map specifications, an implementation plan, cost estimates, and a separate document describing the development of the prototype and giving budgetary requirements for it.

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

### **mMoney**

- 91 public school teachers in Margibi County have signed up for the mMoney application on their phones, and they have requested CSA to pay them via mobile money for the next 3 months pilot.
- The Liberia Youth Employment Program (LYEP) saved US\$9,800 per month during this quarter using mMoney to pay workers in five counties.
- On the <ay 27, 2014, the Central Bank of Liberia (CBL) published the Mobile Money Regulation, fully incorporating STTA expert recommendations.

### **Payments**

- Furniture and equipment at Temple of Justice, National Archives, and Ministry of Lands Mines and Energy (MLME) were provided. Revenue collectorate windows were opened to receive all customs and tax payments.
- The team designed a “user friendly” small taxpayer automated collection form. This form will allow taxpayers to complete their tax return online and print it out for submission to the LRA; once the LRA website is fully automated, the form will be submitted electronically.
- A statement of purpose (SOP) was completed for tax payment. This SOP includes the process for direct deposit of tax payments reducing the time for processing from three days down to one.

## **Cross-Cutting Themes and Special Projects**

- Sarah M. Johnson, a USAID-GEMS sponsored Class IV PYP and Budget Analyst at the Department of Budget (DOB) in the MOF, was selected in June 2014 as one of 15 Liberian youth leaders to be sent to the U.S. on President Obama's Young African Leaders Initiative, Washington Fellowship Program.

## I. USAID-GEMS PROGRESS TOWARDS TARGET ACCOMPLISHMENTS DURING Q3, FY2014

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
Expected Results (From Work Plan)	PMP Indicator	Progress Towards Target Accomplishments	Projected Accomplishments For Next Quarter
<b>Financial Management</b>			
<b>ICT Infrastructure to Support Financial Management</b>			
MAC has access to Integrated Financial Management Information System (IFMIS) and has spreadsheets or other FM software to facilitate additional FM needs, operational funds, donor projects, revenues etc.	# of MACs utilizing FM software tools or IFMIS for financial management (PMP 1.1.1-1)	<ul style="list-style-type: none"> <li>USAID-GEMS FM and IT Teams commenced the installation of the QuickBooks Accounting Software at the Forestry Development Authority (FDA).</li> <li>Pending finalization of procurement for the main IT infrastructure for the FDA, USAID-GEMS FM and IT Teams agreed upon a temporary IT solution, which will enable the Finance Department to start using the QuickBooks accounting software.</li> <li>USAID-GEMS FM Team developed the necessary templates and tools that will assist FDA's Financial Management team in transitioning to QuickBooks and using QuickBooks for their interim Financial Management system.</li> </ul>	<ul style="list-style-type: none"> <li>Continue collaboration with the PFM Reforms Coordinating Unit (PFMRCU) to ensure that USAID-GEMS supports the IFMIS roll-out schedule of the GOL.</li> <li>Set up the FDA profiles (chart of accounts, departments, vendors, etc.) in QuickBooks.</li> <li>Provide the necessary OJT to the FDA Finance staff in the effective utilization of QuickBooks.</li> <li>Continue assistance to MACs in transition from QuickBooks to IFMIS.</li> </ul>
Financial reports and analysis produced using FM software or spreadsheet tools; reports are more accurate and easier to produce	1.1.1-1 MAC is utilizing FM software tools or IFMIS for financial management	<ul style="list-style-type: none"> <li>MACs have shown great improvements in the utilizations of QuickBooks to record transactions and to create financial reports: GC, LIPA, NIC, and NBC</li> <li>MACs using spreadsheets to track donor project funding and prepare financial reports: GC, MOA, MOE, and MYS</li> <li>MACs using spreadsheets to track operational funds and prepare financial reports: MOE</li> <li>The MOA completed the 3rd Quarter Financial Report using a spreadsheet developed by the USAID-GEMS team that creates IPSAS-compliant reports and includes all donor funding in one comprehensive report.</li> <li>The MOE approved the use of spreadsheets provided by USAID-GEMS to capture donor and operational funds, which can now be included in their Financial Reports.</li> </ul>	<ul style="list-style-type: none"> <li>GC, LIPA, NIC, and NBC will produce FY 2014 financial statements using QuickBooks.</li> <li>Work collaboratively with the PFMRCU staff to ensure that MACs are utilizing IFMIS effectively.</li> </ul>

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
		<ul style="list-style-type: none"> <li>The GC will be able to prepare the annual financial statements which will include all donor projects using QuickBooks</li> </ul>	
<b>Medium-term Expenditure Framework (MTEF) Budget Formulation and Execution Processes</b>			
Continue to develop, document, and support implementation of improved MTEF budget formulation and execution processes	# of MACs utilizing FM software tools or IFMIS for financial management (PMP I.1.1-1)	<ul style="list-style-type: none"> <li>MACs provided with budget formulation and execution tools for GOL, donor projects and other revenues: FDA and MOPT</li> <li>MTEF budget formulation and execution processes are in the P&amp;P manuals that are currently being developed or are in draft form pending approvals by the MACs.</li> <li>Met with the MOF DOB and agreed to collaborate to develop a training plan for MAC management.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to collaborate with the Department of the Budget to assist in providing the necessary support to the MACs in the budget execution and formulation processes.</li> </ul>
<b>Accounting and Reporting Processes and Systems</b>			
Process maps of PFM law compliant processes documented in the agency-specific P&P Manual	<p># of MACs utilizing financial management software tools or IFMIS for financial management (PMP I.1.1-1)</p> <p># of MACs that have developed and documented detailed, agency-specific FM processes conforming to international best practices, disseminated them to staff, and trained staff in their use (PMP I.1.1-3)</p>	<p>Process maps of PFM law compliance are being reviewed in the P&amp;P Manual: MOA, MOHSW, LIPA, CSA, and MOPT. P&amp;P manuals are currently being developed for: FDA, GSA, NIC, and NBC.</p> <p>Relative to the progress made during this quarter, we have:</p> <ul style="list-style-type: none"> <li>Submitted the draft FM policies and procedures manual to MPOT, MYS, MOA and EPA for discussion.</li> <li>Progress made on the discussion of the previously submitted draft FM policies and procedures manuals at the MOHSW, CSA, and LIPA.</li> <li>Commenced development for GSA's policies and procedures manual, which is about 70% completed and started discussion with the GSA Office of Financial Management in order to acquire their inputs.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage the management team of the: MOHSW, MOA, EPA, MYS, MOPT, CSA and LIPA to finalize the review of the FM manuals, which should lead to the approval of these manuals.</li> <li>Complete the FM policies and procedures manuals of FDA, GSA, NIC and NBC.</li> <li>Assist in providing the necessary training in the utilization of approved FM manuals.</li> </ul>

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>Cash and Bank Account Management</b>			
Agency has capacity to manage and control cash and bank accounts as per the PFM law requirement	<p># of MACs utilizing financial management software tools or IFMIS for financial management (PMP I.1.1-1)</p> <p># of MACs that have developed and documented detailed, agency-specific FM processes conforming to international best practices, disseminated them to staff, and trained staff in their use (PMP I.1.1-3)</p>	<ul style="list-style-type: none"> <li>All MACs continue to show improvements in the utilization of the bank reconciliation tools developed or QuickBooks reconciliation feature to manage and reconcile their bank accounts.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide the necessary assistance to ensure sustainability of these improved processes.</li> </ul>
<b>Audits and Internal Controls</b>			
The MACs have effective internal controls in place to ensure assets are safeguarded, financial reports are accurate, and the agency is in compliance with all applicable legislation	<p># of MACs utilizing financial management software tools or IFMIS for financial management (PMP I.1.1-1)</p> <p># of MACs that have developed and documented detailed, agency-specific FM processes conforming to international best practices, disseminated them to staff, and trained staff in their use (PMP I.1.1-3)</p>	<ul style="list-style-type: none"> <li>GC and MOE have approved FM policies and procedures manuals and have begun utilizing the internal controls embedded in the FM policies and procedures manuals.</li> <li>Draft FM policies and procedures manuals were developed and submitted to: MOHSW, LIPA, MOPT, MOA, EPA and MYS for discussion and any additional comments from these MACs.</li> <li>Improved Journal Voucher, Expenditure Voucher and Deposit Journal Voucher templates were developed and shared with the FDA.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide the necessary support to the MACs in the approval and full implementation of these tools.</li> </ul>

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
	# of MACs with auditable FM systems (PMP 1.1.1-2)		
<b>Organization Structure of the Finance Department and Job Descriptions</b>			
Improved performance and management of finance department with staff understanding roles and responsibilities		<ul style="list-style-type: none"> <li>Completed and submitted draft job descriptions to MYS, which is pending approval. These jobs descriptions will form part of the policies and procedures manuals.</li> <li>Draft organizational structures developed for the EPA and the MOA.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to collaborate with our Human Resources colleagues to ensure that the appropriate job description is in place for all Finance Department staff.</li> </ul>
<b>Human Resource Management (HRM)</b>			
HR software and tools to support HR Management and maintain confidentiality of employee records	1.1.2-6 # of partner MACs with 100% of required HR documentation in place	<ul style="list-style-type: none"> <li>In collaboration with the HRMIS Unit at CSA, an electronic HR information system to support HR management and maintain confidentiality of employee records was installed at GSA and NBC.</li> <li>Employee files are being updated to ensure required HR documentation is in place. Developed an employee file checklist and completed an Employee File Review and Organization in 10 of the 14 MACs.</li> <li>As a result of this initiative, now HR staff in these MACs have the basic knowledge of the requirements of a personnel file and are building auditable HR records.</li> </ul>	<ul style="list-style-type: none"> <li>Continue updating of employee files in partner MACs (Employee File Review &amp; Organization)</li> </ul>
Updated and aligned organizational structure of HR department/unit		<ul style="list-style-type: none"> <li>Substantial progress has been made in defining roles and responsibilities of HR divisions/units in first wave MACs. <b>Challenge:</b> Due to changes of HR staff in some of the MACs, this activity will have to be redone in order to gain required commitment from HR staff, and to ensure alignment (HR functions, structure, positions, job descriptions, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Continue facilitating HR role definition, including development of job descriptions to facilitate recruitment &amp; selection; performance appraisals, etc.</li> </ul>



<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
Staff handbook & communication sessions on how to use them; Improved staff capacity & institutional performance		<ul style="list-style-type: none"> <li>Supported GSA, NBC, and EPA in developing, reviewing and finalizing their Employee Handbooks.</li> <li>Assisted GC, LIPA, MYS, NIC, and MOPT in developing a draft Employee Handbook.</li> <li>Apart from developing handbooks, employee communication / awareness sessions have been held in most instances.</li> </ul>	<ul style="list-style-type: none"> <li>Continue the development &amp; finalization of Employee Handbooks.</li> </ul>
Improved screening of applicants, greater alignment of right skills to right job, and enhanced staff and institutional performance	1.1.2-7 # of partner MACs implementing merit-based recruitment	<ul style="list-style-type: none"> <li>Support was provided to CSA in developing and finalizing a guide to Employment in the Civil Service - Merit-Based Recruitment &amp; Selection Process.</li> <li>The Merit-based recruitment and selection policy manual has since been endorsed by the President and CSA has issued a circular informing all MACs about this issue.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide support to CSA in rolling out this initiative to MACs.</li> </ul>
CSA PMS rolled out; Enhanced staff and institutional performance	1.1.2-5 # of MACs that have conducted performance appraisals for at least 75% of their staff utilizing CSA procedures annually	<ul style="list-style-type: none"> <li>Conducted two-day workshops on CSA Performance Management System for HR Directors of 14 MACs.</li> <li>Supported MACs (including GSA, MYS) in facilitating 2-3 day Next Level Supervisory Information Session &amp; Training on the CSA Performance Management System.</li> <li>As a result of the above, HR Directors &amp; Supervisory staff now have the knowledge, in-depth and hands-on experience in how to use the PMS instruments. Training beneficiaries also have increased confidence levels and acceptability of the newly-introduced PMS.</li> </ul>	<ul style="list-style-type: none"> <li>Continue supporting the PMS rollout through OJT at MAC level.</li> </ul>
HR professionals at institutions have the requisite skills and knowledge to manage the HR function with improved ability to implement performance improvement initiatives		<ul style="list-style-type: none"> <li>During the Quarter, various competency-based workshops were organized for HR staff, as indicated above.</li> <li>Workshops covered those areas that directly supported CSA in rolling out policies, systems and strategies, including training in: Civil Service Standing Orders, performance management, and records management (Employee file review and organization)</li> </ul>	<ul style="list-style-type: none"> <li>Continue provision of competency-based training and development activities to MAC HR staff. This will mostly be achieved through OJT and mentorship.</li> </ul>

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>Human Resource Management – Central Management (Civil Service Agency)</b>			
Job grading/classification: Civil service jobs placed in grades, civil servants aware of their job requirements, graded based on requirements of the job, understand the basis for movement on the grading scale, and have rationalized job titles and career structures		<ul style="list-style-type: none"> <li>• In job grading, some OJT has been conducted in various aspects of job classification for targeted staff. This has also included reorganization of Establishment List, human resource planning (HRP) Data, from Personnel Listing for 13 MACs and submission of same to CSA.</li> <li>• Made presentations on job classification and grading to the Second Donor Update Forum, Senior Management of CSA, GEMS Technical Committee at PAs Ribhouse, and Cabinet Members of GOL.</li> <li>• Reviewed 14 Mandate and Functional Review Reports submitted to the GC and CSA.</li> <li>• Mandated (by Cabinet and CSA) to facilitate HRP (Manpower) Hearing sessions for all the MACs.</li> <li>• As a result of the above: Staff Analysts at CSA now understand and appreciate the Job Grading and Classification exercise/assignment and CSA now has the following: a comprehensive list of roles and number of incumbents in each role within each MAC; a comprehensive job listing; an integrated establishment list of GOL; job families; and a list of jobs of confusing titles. Presentation beneficiaries now have an appreciation or understanding of the Pay Grading Exercise.</li> <li>• MFR reviews have highlighted/resurrected key recommendations that need to be implemented. GEMS support has also strengthened CSA's capacity and confidence to speak technically and professionally on HRM issues; and CSA has begun the planning process of the HRP (Manpower) Hearing sessions mandated by Cabinet.</li> </ul>	<p>Continue to provide support to CSA and, in particular:</p> <ul style="list-style-type: none"> <li>• Design data collection instruments for HRP Hearings and train HR staff at CSA in its use</li> <li>• Support CSA to facilitate collection and analysis of HRP Data from MACs.</li> <li>• Support CSA to conduct HRP Hearings for MACs.</li> <li>• Review existing job descriptions and craft new job descriptions for sterile prototype jobs for MACs.</li> </ul>

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>Procurement Management</b>			
<b>Procurement Advisory</b>			
Increased compliance with processes and procedures; timely delivery of goods, works, and services	# of Procurement Entities assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)	<ul style="list-style-type: none"> <li>Concluded series of one-day training sessions for MACs' end users at NIC, LIPA and GC. Focused on procurement planning, needs identification, specification writing, bid evaluation and contract monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>MACs carrying out procurement according to Procurement Plans. End users positively engaged in procurement process.</li> </ul>
<b>Job Descriptions</b>			
Clearly assigned duties, responsibilities, and reporting system; separation of functions and improved control environment	# of Procurement Entities assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)	<ul style="list-style-type: none"> <li>Made combined presentation with FM at EPA on importance of using appropriate Finance and Procurement Forms that segregate responsibilities to improve transparency and accountability.</li> </ul>	<ul style="list-style-type: none"> <li>Procurement forms being used in FM electronic management system.</li> </ul>
<b>Develop and Implement Systems and Procedures</b>			
Increased compliance and appreciation of procedures through use of internal standard operating procedures; increased accountability and transparency	# of Procurement Entities assessed by PPCC as 60% or higher in compliance with most recent procurement procedures (PMP 1.1.2-1)	<ul style="list-style-type: none"> <li>Supported the PPCC in two-day preparatory workshop for 2014/2015 Procurement Plans hearing. Made PowerPoint presentation on Framework Contracting, which has now been accepted by the PPCC.</li> <li>Offered guidance to MACs in preparation of Annual Procurement Plans to make them acceptable to PPCC.</li> </ul>	<ul style="list-style-type: none"> <li>MACs have procurement plans capturing core procurable items only and approved by the PPCC.</li> </ul>

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>Suppliers, Contractors, and Consultants Database Development</b>			
Documented reference for decision-making on contract awards; documented price indicators for the local market		<ul style="list-style-type: none"> <li>STTA Consultant completed database of common use items with indicative prices, then briefed the PPCC and they agreed to post on the PPCC website. Common use items are items frequently procured by the MACs. With this data of the items, specifications and indicative prices, MACs can use the information to guide procurement planning and contract awards.</li> </ul>	<ul style="list-style-type: none"> <li>Common use items database launched and posted on PPCC website.</li> </ul>
<b>Procurement Management – Regulator (PPCC)</b>			
Procurement instructional circulars to institutions, subsidiary procurement guides, compliance review template, “in-process” review procedures, SOP for regulatory processes, supplier, consultant and contractor database with past performance, MOF agreement to try to align cash allotments to procurement plan requirements		<ul style="list-style-type: none"> <li>Supported PPCC to issue new Procurement Plan template for Consulting Services.</li> </ul>	<ul style="list-style-type: none"> <li>MACs more efficiently implementing, updating and reporting on procurement activities in the quarter and the PPCC developing better compliance monitoring tools.</li> </ul>
Increased compliance, reduction in arbitrary procurement processes, training materials, improved ability of procurement trainers, improved competence of procurement staff and quality, transparency, competitiveness in public procurements, and value for public expenditure		<ul style="list-style-type: none"> <li>No activity this Quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Roll out procurement training program at the PPCC and the MACs using the Procurement Handbook and Regulations launched by PPCC.</li> </ul>

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
Improved internal service delivery, improved external contractor and consultant relationships		<ul style="list-style-type: none"> <li>No activity this Quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Platform provided to stakeholders at Annual Forum to achieve consensus on improving internal delivery and relationships. It is hoped the Forum will be held in Q4.</li> </ul>
Annual Procurement Forum and understanding of concerns and requirements of stakeholders		<ul style="list-style-type: none"> <li>No activity this Quarter.</li> </ul>	<ul style="list-style-type: none"> <li>PPCC encouraged and supported to hold Annual Procurement Forum in Q4.</li> </ul>
<b>Assets Management (AM)</b>			
Improved management of fleet and cost savings, compliance with the GSA Fleet Management Policy.	# of MACs with 50% or more of their vehicles maintained according to GSA standards annually	<ul style="list-style-type: none"> <li>Operational Fleet management spreadsheets and maintenance manuals with all wave 1 &amp; 2 MACS and formal training completed in this quarter.</li> <li>Ongoing OJT continues in all the MACS, data being collected.</li> </ul>	<ul style="list-style-type: none"> <li>Working with the relevant GSA coordinator, intensify OJT and raise the standard of data collected and work on full compliance of the guidelines.</li> </ul>
Improved management and utilization of assets, cost savings increased information of asset location and management for effective decision-making	1.1.2-10 # of MACs with up to date general asset registries	<ul style="list-style-type: none"> <li>During the Quarter, data collection training modules 1-4 were completed in all the MACS and spreadsheets have been placed in all MAC computers.</li> <li>OJT has commenced across all the MACS.</li> </ul>	<ul style="list-style-type: none"> <li>Put new procurement data capture processes in place and encourage the MACS to take inventory.</li> </ul>
Smooth transition to new policy; government cost savings from vehicle purchases, lubricants, and maintenance	1.1.2-11 % change in number of vehicles in operation fleet	<ul style="list-style-type: none"> <li>All GEMS work on the New Fleet Policy was completed including an Implementation Plan. The Process is, however, stalled due to lack of GOL Budget.</li> </ul>	<ul style="list-style-type: none"> <li>If a budget is forthcoming, subject to any last minute notice, we can assist with actual implementation at any time.</li> </ul>
<b>Asset Management—Central Management (GSA)</b>			
Structured and methodical implementation of fleet pilot and manual of procedures for full rollout of the fleet policy	1.1.2-11: % change in number of vehicles in operation fleet	<ul style="list-style-type: none"> <li>Fleet Policy Implementation Joint equity scheme stalled due to lack of GOL Budget, operation fleet guidelines being implemented.</li> </ul>	<ul style="list-style-type: none"> <li>It is hoped that a GOL Budget to commence implementation of the fleet policy will have been agreed.</li> </ul>

<b>OBJECTIVE 1: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
Property registration and maintenance handbook, and improved maintenance of GOL properties and cost control	I.1.2-9: GOL Property Registry developed, approved and updated regularly by the GSA	<ul style="list-style-type: none"> <li>A register of all GOL-owned buildings has been compiled and an STTA started on the 2nd June tasked with writing a buildings management and maintenance handbook. He is expected to produce a set of initial recommendations soon.</li> </ul>	<ul style="list-style-type: none"> <li>Full detailed data collection of all GOL Buildings.</li> <li>Drafts of management and maintenance guidelines will be presented for discussion and approval by the GSA.</li> </ul>
Registration of authorized vehicle service centers and GOL-certified maintenance workshops	I.1.2-8: # of MACs with 50% or more of their vehicles maintained according to GSA standards annually	<ul style="list-style-type: none"> <li>50% of the evaluations have been completed in this quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the evaluations.</li> </ul>
Assets maintenance guidelines leading to reduction in cost from improved scheduled maintenance	I.1.2-10: # of MACs with up to date general asset registries	<ul style="list-style-type: none"> <li>Maintenance Guidelines complete for all large capital assets with the exception of buildings. Will do some general advice on smaller assets such as air-conditioning units in the buildings guidelines in terms of commercial maintenance contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Trainings and OJT on maintenance guidelines.</li> </ul>
Information for property registry on government buildings' condition, value, and cost	I.1.2-9: GOL Property Registry developed, approved and updated regularly by the GSA	<ul style="list-style-type: none"> <li>Completed in previous quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Motivate the relevant people at the GSA to start gathering this data.</li> <li>A meeting to draw up an action plan will take place in early July to start this process.</li> </ul>
Basic guidelines for the MACs to maintain buildings, better maintained GOL buildings and less catastrophic failure	I.1.2-10: # of MACs with up to date general asset registries	<ul style="list-style-type: none"> <li>STTA is currently working on this. Due to receive his recommendations early in the next quarter and thereafter a meeting is arranged with senior management to agree on priorities.</li> </ul>	<ul style="list-style-type: none"> <li>On receipt of Building guidelines, we will formulate two training Modules: (1) Buildings Management Guidelines and (2) Buildings Maintenance Guidelines, and commence training in all the MACS.</li> </ul>

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>Information Technology</b>			
Harmonization of institution's IT policy with GOL standards and guidelines, improved control environment, improved effectiveness, and utilization of ICT resources		<ul style="list-style-type: none"> <li>Discussed with EPA IT interim solution to support the deployment of their Peachtree Financial System. We agreed, as part of the Standard Solution Package (SSP), USAID-GEMS will go ahead to build EPA Local Area Network (LAN) and provide antivirus software. EPA, on the other hand, will make available the existing five new computers in addition to the three refurbished computers which will be integrated with the LAN.</li> <li>Discussed with FDA about peer-to-peer network solution as an interim solution that would enable both USAID-GEMS FM and FDA Finance Teams to start using QuickBooks.</li> <li>Deployed Service Desk System successfully at NBC and CSA followed by System Administration trainings.</li> <li>Conducted a knowledge-sharing workshop with representatives of all Wave 2 institutions in preparation for the rollout of the Standard IT Solution Packs for Wave 2.</li> <li>Deployed the (free and open source) "Orange" HR Management System at GSA, NBC, and MOA.</li> <li>Setup GSA's QuickBooks in an alternate mode to enable continuity of service during the frequent power outages experienced by the institution.</li> <li>Deployed interim solution for QuickBooks at FDA.</li> <li>Achieved agreements with LIPA on their responsibility for the new IT equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Deploy the standard IT solution pack at MYS, MOA, FDA, MOPT, EPA, and MOHSW.</li> <li>Deploy the LIPA extended solution pack, including an extended network, computer lab, and laptops for trainers.</li> </ul>
Action plan for improvements in control environment		<ul style="list-style-type: none"> <li>No notable activity in this quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Provide support in an on-demand manner.</li> </ul>

<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
Standardization leading to increased efficiency, improved sharing of information resources, and improved institutional memory		<ul style="list-style-type: none"> <li>Awaiting finalization of ICT Handbook by MOPT.</li> </ul>	<ul style="list-style-type: none"> <li>Assist MOPT with the development and distribution of ICT Handbook.</li> </ul>
<b>Institution Specific – Civil Service Agency</b>			
Electronic or online exam and repository and proof of concept for CSA to decide if they should adopt the method		<ul style="list-style-type: none"> <li>Awaiting guidance from CSA.</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting guidance from CSA as to if and how we should proceed.</li> </ul>
Enhanced websites, improved awareness of CSA activities, and more effective communications		<ul style="list-style-type: none"> <li>Awaiting guidance from CSA.</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting guidance from CSA as to if and how we should proceed.</li> </ul>
<b>Institution Specific – Liberia Institute of Public Administration</b>			
Enhanced websites, improved awareness of LIPA activities, and more effective communications		<ul style="list-style-type: none"> <li>In a previous reporting period USAID-GEMS assisted with the development of the specifications of requirements for a proposed LIPA website development. The development is now being undertaken under a separate World Bank-funded project. During this reporting period the USAID-GEMS management information system Specialist advised their technical committee on the selection of the preferred vendor.</li> </ul>	<ul style="list-style-type: none"> <li>It is likely that there will be no more USAID-GEMS activity on this task as the development is being undertaken with a separate funder</li> </ul>
<b>Institution Specific – PPCC</b>			
Enhanced websites, improved awareness of PPCC activities, and more effective communications		<ul style="list-style-type: none"> <li>Assisted with the development of a “Standard Use” items database for presentation on the PPCC website.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a better understanding of PPCC’s requirements to improve their website.</li> </ul>



<b>OBJECTIVE I: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>Monitoring &amp; Evaluation (M&amp;E)</b>			
IT resources will be utilized to support performance monitoring systems		<ul style="list-style-type: none"> <li>No activity this quarter. Procurement of computers for the M&amp;E units in the MACs is in process.</li> </ul>	<ul style="list-style-type: none"> <li>Work closely with the IT team to ensure deployment of IT resources</li> </ul>
High-quality performance measurement systems established in partner MACs	% of surveyed managers in targeted MACs who report using PMS for decision-making in past three months and can provide an example (PMP 1-2)  # of PMS systems established or strengthened in MACs with USAID-GEMS support (PMP 1.1.2-4)	<ul style="list-style-type: none"> <li>Due to shortage of USAID-GEMS M&amp;E personnel, no activity was undertaken this quarter.</li> <li>These PMP indicators will be deleted in the forthcoming review of the project indicators.</li> </ul>	<ul style="list-style-type: none"> <li>No future activity planned.</li> </ul>
Operational PMS data reported and PMS systems sustained	% of surveyed managers in targeted MACs who report using PMS for decision making in past three months and can provide an example (PMP 1-2)	<ul style="list-style-type: none"> <li>Due to shortage of USAID-GEMS M&amp;E personnel, no activity was undertaken this quarter.</li> <li>This PMP indicator will be deleted in the forthcoming review of the project indicators.</li> </ul>	<ul style="list-style-type: none"> <li>No future activity planned.</li> </ul>
Standardized data collection and reporting systems; improved realization and communication of key project results, accomplishments, and shortcomings		<ul style="list-style-type: none"> <li>MACs Administrative support managers continue to receive training on the development of data collection and reporting systems, which include administrative support function goals and objectives, summary report forms, and communication plans to effectively communicate institution and project results</li> </ul>	<ul style="list-style-type: none"> <li>The M&amp;E team will continue to work with Administrative support managers to ensure the usage or implementation of developed tools in form of OJT.</li> </ul>

<b>OBJECTIVE 1: KEY MANAGEMENT SYSTEMS AND FUNCTIONS</b> <i>Management systems and key organizational functions of participating GOL institutions that conform to international good practice standards</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>Institution Specific – General Services Agency</b>			
Data available for decision making on pilot test, improved design of New Vehicle Policy rollout		<ul style="list-style-type: none"> <li>GSA is not implementing the New Vehicle Policy and therefore there is no activity this quarter.</li> </ul>	<ul style="list-style-type: none"> <li>If the GSA begins implementation of the Vehicle Policy, work with the Asset Management department of GSA to develop the implementation monitoring plan for the new vehicle policy.</li> </ul>

<b>OBJECTIVE 2, INSTITUTIONAL CAPACITY OF LIPA ENHANCED</b> <i>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</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
LIPA Strategic Sustainability Plan; Operational Plans; Marketing and Branding strategy; One-year Marketing Action Plan. Shared vision and strategy, improved policy direction & governance; program delivery capacity and service outcomes strengthened; clear roadmaps for institutional sustainability; improved/rebranded LIPA image and service offerings; enhanced communication with LIPA clients	1.2.2-1 Institutional Sustainability plan developed and approved	<ul style="list-style-type: none"> <li>This task has been accomplished – i.e.: the LIPA's Institutional Sustainability plan 2014-2018 was developed and approved.</li> <li>In order to operationalize the Strategic Sustainability plan, USAID-GEMS has also helped LIPA to develop a Business Plan (2014-2016)</li> <li>The Marketing &amp; Branding Strategy (and related Action/Operational plans) have also been developed</li> <li>As a result of the above, LIPA now has: a shared vision &amp; strategy; clear road-maps for institutional re-branding, communication, and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide support to LIPA in the implementation of the Institutional Sustainability plan, Business plan, Marketing &amp; Branding strategy, etc. so as to further enhance policy direction &amp; governance, the institution's image, and service offerings</li> </ul>
2014 Course Brochure, Training Calendar, Course Flyers, revised modules / course delivery plans for existing courses, enhanced communication with LIPA clients & stakeholders, improved training design capacity, service delivery quality	# of new trainings offered in response to clients' performance needs identified through capacity needs assessments	<ul style="list-style-type: none"> <li>LIPA utilized World Bank resources (and technical assistance) towards development of course brochures, course flyers, etc.; this activity has been achieved.</li> <li>In furtherance of the 'alignment' process, and in response to client performance needs (or market demands), LIPA has been able to offer 21 new</li> </ul>	<ul style="list-style-type: none"> <li>Continue the provision of support towards review/development of curricula, modules &amp; session plans for new &amp; existing courses.</li> </ul>

<b>OBJECTIVE 2, INSTITUTIONAL CAPACITY OF LIPA ENHANCED</b> <i>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</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
enhanced, enhanced capacity to support GOL induction & retirement planning programs, increased LIPA capacity to deliver certified courses & administer exams, and LIPA acquires "Approved Center" status for delivery & administration of preparatory exams	<p># of training courses developed or revised with USAID-GEMS assistance</p> <p>% of assessed LIPA trainers demonstrating mastery of adult learning techniques in observed LIPA trainings</p>	<p>courses during the current training cycle.</p> <ul style="list-style-type: none"> <li>• Notable achievements have been made in the review and development of course modules &amp; session plans for new and existing courses. Currently, 9 out of a target of 13 courses have been revised or developed.</li> <li>• Due to limited commitment of LIPA &amp; CSA in providing the necessary support aimed at development of GOL induction &amp; retirement planning courses, this activity has stalled. It may be taken on board later if LIPA and CSA show commitment to this.</li> <li>• To facilitate performance assessment of LIPA trainers (mastery of adult learning techniques), USAID-GEMS has developed a tool which is now being piloted.</li> <li>• The last set of activities aimed at enhancing "LIPA's capability to deliver certified courses &amp; administer exams, that LIPA acquires 'Approved center status' etc., should be dropped as USAID-GEMS will no longer continue to deal with certification issues at LIPA.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with the process of putting together (using the adopted LIPA module template) training materials used by USAID-GEMS functional areas for eventual transfer to LIPA.</li> <li>• Continue observing LIPA trainers' mastery of adult learning techniques during training.</li> </ul>
LIPA Statement of Capability, technical proposal writing and presentation guide, cost analysis report, market analysis report, new or recommended fee structure, Willingness to Pay (WTP) survey report, enhanced LIPA capacity to secure and deliver research and advisory services, competitive and realistic course fee structure	% change of LIPA revenue from service delivery	<ul style="list-style-type: none"> <li>• Final version of the LIPA Capability Statement has been developed; and the Technical Proposal Writing Guide is in draft form; and</li> <li>• As a result of the above-named exercise: (a) a baseline value for the indicator was set (b) LIPA has now developed several short, competency-based courses to enhance revenue generation, and (c) management is now able to effectively manage the Enterprise Fund.</li> </ul>	<ul style="list-style-type: none"> <li>• Support LIPA in the development of the Technical Proposal Writing manual</li> <li>• Conduct training in Consultancy Management</li> </ul>

<b>OBJECTIVE 2, INSTITUTIONAL CAPACITY OF LIPA ENHANCED</b> <i>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</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
Library assessment report and capacity development plan; library operations guide; library management systems, processes, and tools; movement toward e-library; improved library services; access to training for users; and research and information resources both in electronic and manual forms		<ul style="list-style-type: none"> <li>All tasks relating to LIPA Library management system were accomplished in Q2.</li> </ul> <u>Challenge</u> However, “movement towards e-library” has been constrained by, among other things, delays in procurement and installation of library computers.	<ul style="list-style-type: none"> <li>Installation of library computers (when procured).</li> </ul>
Improved LIPA website, training lab computers, library books and associated tools, training aids and equipment rebranded LIPA, and increased number of appropriately equipped training venues that can support the institution’s new course schedule given space limitations		<ul style="list-style-type: none"> <li>The portion dealing with improvements to the LIPA website should be dropped as it is now being funded by the World Bank (RFP was already advertised in the media).</li> </ul> <u>Challenge</u> Otherwise, progress has stalled in this area due to the fact that the ICT application systems and infrastructure is yet to be procured / delivered.	<ul style="list-style-type: none"> <li>Delivery and installation of the ICT application systems and infrastructure (when procured).</li> </ul>
M&E plan with indicators and tools, M&E system, M&E user guide, performance monitoring and quality assurance systems in place		<ul style="list-style-type: none"> <li>No action was undertaken in this area. This portion of the work plan should be ‘transferred’ to, and actioned by, USAID-GEMS M&amp;E Functional Advisory team (as agreed).</li> </ul>	<ul style="list-style-type: none"> <li>No further action.</li> </ul>
Client perception survey reports on delivery of research and consultancy services, and library services		<ul style="list-style-type: none"> <li>During this Quarter, USAID-GEMS finalized the development of a tool for the client perception survey of LIPA library services. The tool / questionnaire is currently being administered.</li> </ul>	<ul style="list-style-type: none"> <li>Continue with the client perception survey exercise of LIPA library.</li> </ul>

<b>OBJECTIVE 2, INSTITUTIONAL CAPACITY OF LIPA ENHANCED</b> <i>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</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
Training modules and materials, competency framework for LIPA faculty, strategic planning process guide, "career path" process guide, enhanced staff capacity to deliver services		<ul style="list-style-type: none"> <li>Development of training modules and materials for LIPA is a continuous process.</li> </ul> <u>Challenge</u> Two training activities were requested by LIPA (trainings on how to develop competency frameworks and career paths), but LIPA has not set aside time for the trainings, despite several assurances to the GEMS training team. If the trainings are not scheduled in August/September, they will have to be dropped due to lack of commitment.	<ul style="list-style-type: none"> <li>Provide trainings in competency framework and career path development.</li> </ul>
Handbook for GOL MACs training community of practice, enhanced staff capacity to support the requirements of the national training and development policy		<ul style="list-style-type: none"> <li>LIPA advised USAID-GEMS to drop this activity because the Kenya School of Government had also planned to deliver on same.</li> </ul>	<ul style="list-style-type: none"> <li>No further action as this activity was dropped.</li> </ul>

<b>OBJECTIVE 3: INFORMATION AND COMMUNICATION TECHNOLOGY</b> <i>GOL institutions are able to use Information and Communication Technologies more effectively and efficiently the implementation of the national ICT policy</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
Chief Information and Computer Technology Officers (CICTOs) in a selection of GOL MACs, improved and standardized ICT policies and strategies, improved sharing and interoperability of systems and data, cost efficiencies		<ul style="list-style-type: none"> <li>A draft ICT Handbook, being a proposed basis for an ICT user-policy document, prepared by USAID-GEMS, was presented to MOPT for feedback.</li> <li>USAID-GEMS took part in the technical training for the commissioning of the National Internet Exchange Point.</li> <li>Support to the LRA for the migration of their core mission systems is ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Gain GOL approval for the ICT Handbook.</li> </ul>

<b>OBJECTIVE 3: INFORMATION AND COMMUNICATION TECHNOLOGY</b> <i>GOL institutions are able to use Information and Communication Technologies more effectively and efficiently the implementation of the national ICT policy</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>GOL ICT Communications</b>			
Communications strategy, plan, and messaging; improved understanding across GOL of ICT plans; improved participation and buy-in from MACs		<ul style="list-style-type: none"> <li>Activity to begin in Q4.</li> </ul>	<ul style="list-style-type: none"> <li>An international ICT Communications Expert is being fielded to assist with the development of a communications strategy for GOL ICT reforms.</li> </ul>
<b>Government/National Enterprise Architecture</b>			
Enterprise Architecture reference models, Enterprise Architecture Action plan, Enterprise Architecture governance model, strategy and guides for e-Gov implementation		<ul style="list-style-type: none"> <li>A presentation was made to Minister Norkeh of MOPT on the proposed e-Government strategy and on proposals for its adoption.</li> <li>The National Enterprise Architecture reference models are complete and awaiting review.</li> <li>The draft inter-operability framework is complete and awaiting review.</li> <li>A draft e-Government strategy has been developed and will be further developed. An abbreviated draft e-Government strategy is completed for review.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate round-table discussion with MOF, MOPT, MOS, LTA and others to gain consensus on e-Gov strategy.</li> <li>Support MOPT to present the e-Gov strategy to Cabinet.</li> <li>Gain adoption of the EA framework.</li> </ul>
Activities to kick-start the short-term enterprise architecture action plan, improved standardization, increased interoperability between MACs, synergies from common framework, cost savings, efficiencies, democracy, government aware of requirements for implementing e-Government initiatives		<ul style="list-style-type: none"> <li>Gained agreement for an Enterprise Architecture validation exercise at LRA.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Enterprise Architecture pilot at Liberia Revenue Authority.</li> </ul>
<b>Improvements to Government of Liberia ICT Competency</b>			
Improvement plan for ICT institutional arrangements sourcing model for ICT initiatives. Once implemented, a modernized ICT competency placed to efficiently deliver e-Gov services		<ul style="list-style-type: none"> <li>Work is ongoing on the drafting of the Reorganization of ICT in GOL.</li> </ul>	<ul style="list-style-type: none"> <li>Completion and acceptance of the "Reorganization of ICT in GOL" recommendations</li> </ul>

<b>OBJECTIVE 3: INFORMATION AND COMMUNICATION TECHNOLOGY</b> <i>GOL institutions are able to use Information and Communication Technologies more effectively and efficiently the implementation of the national ICT policy</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
More effective utilization of scarce ICT human resources, improved government services		<ul style="list-style-type: none"> <li>Activity is pending approval of the recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Fielding of ICT in Public Sector Expert to develop the “next-steps” towards a shared service center/pooling arrangements.</li> </ul>
<b>Improvements to Government of Liberia Software License Acquisition and Management</b>			
Strategy for sourcing & preferential pricing arrangements for GOL software purchases, improved compliance with international intellectual property regimes, more efficient allocation of resources, improved budgeting		<ul style="list-style-type: none"> <li>This activity has been reprioritized and will not be pursued in this year.</li> </ul>	<ul style="list-style-type: none"> <li>No further activity.</li> </ul>
System to efficiently administer and manage software licenses GOL-wide, more efficient spending on software assets, reduction of waste, improved compliance		<ul style="list-style-type: none"> <li>This activity has been reprioritized and will not be pursued in this year.</li> </ul>	<ul style="list-style-type: none"> <li>No further activity.</li> </ul>

<b>OBJECTIVE 4: CONCESSIONS MANAGEMENT</b> <i>Management of natural resource concessions is more efficient, effective, and transparent through the introduction of management and oversight tools utilizing automated ICT based systems where appropriate</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>National Concessions Cadastre</b>			
Operational FlexiCadastre system with trained operators, more informed decisions with respect to location of concessions		<ul style="list-style-type: none"> <li>Short-term technical advisor provided six weeks of training in GIS, flowcharting, work flow analysis and use of Flexi-Cadastre software to 4 Presidential Young Professionals</li> <li>Training began in Q3; will be completed in Q4.</li> </ul>	<ul style="list-style-type: none"> <li>The PYPs will be deployed to the NBC, the FDA, the MoA and the EPA and will be the SMEs on FlexiCadastre in those MACs.</li> </ul>
Dedicated, trained staffer(s) who can provide the technical skills necessary in the use of the FlexiCadastre system		<ul style="list-style-type: none"> <li>Same as above</li> </ul>	<ul style="list-style-type: none"> <li>Same as above.</li> </ul>
National Concessions Cadastre business process analysis, conceptual design, implementation plan, and cost estimates; also specifications and cost estimates for nationwide base mapping; foundation for development of the National Concessions Cadastre		<ul style="list-style-type: none"> <li>All STTA advisors completed their work in the 3<sup>rd</sup> quarter.</li> <li>Needs assessment, conceptual design, implementation plan, cost proposal and prototype work plan completed.</li> <li>Base mapping specifications included in the conceptual design.</li> <li>USAID-GEMS Concessions Advisor and one of the STTAs provided input on mapping specifications to the World Bank land cover mapping project, which will be utilized in the USAID-GEMS prototype implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of contract for prototype implementation to begin in Q4 FY 2014.</li> <li>Prototype implementation to begin late Q4 FY 2014 or at the latest early in Q1 FY 2015.</li> </ul>
Funding plan developed		<ul style="list-style-type: none"> <li>Discussions with WB personnel initiated.</li> <li>Mapping specifications shared with World Bank team designing a new land project; those specifications will be included in the WB land project design, at least to some extent, we were told.</li> </ul>	<ul style="list-style-type: none"> <li>Funding options will be explored on a continuing basis.</li> </ul>



<b>OBJECTIVE 4: CONCESSIONS MANAGEMENT</b> <i>Management of natural resource concessions is more efficient, effective, and transparent through the introduction of management and oversight tools utilizing automated ICT based systems where appropriate</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
<b>National Bureau of Concessions (NBC)</b>			
<b>NBC - Operations</b>			
Tech reviews, evaluations, and analysis of mining sector and concessions projects and proposals; improved quality of terms in concession agreements and performance in mining concessions		<ul style="list-style-type: none"> <li>USAID-GEMS has 2 embedded advisors at NBC; one is a mining specialist, the other is a finance/economics specialist. These advisors conduct reviews and evaluations on an on-going, as-needed basis.</li> <li>They also participate in monitoring and evaluation visits to concessions.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing, as requested.</li> </ul>
Recommendations for existing and methodology for future fiscal terms and pricing in concessions contracts, increased capacity to develop terms in concession agreements		<ul style="list-style-type: none"> <li>As the number of large-scale concession applications decreases, this task may not be needed. Continuation of this task in the work plan is under review.</li> </ul>	<ul style="list-style-type: none"> <li>Work on this may be discontinued pending review.</li> </ul>
Strategic plan for implementing NBC mandate		<ul style="list-style-type: none"> <li>Short-term advisor fielded to prepare strategic plan.</li> <li>Scope of work expanded; strategic plan drafted; capacity-building plan added to scope.</li> </ul>	<ul style="list-style-type: none"> <li>Will be completed 4th Quarter FY 2014.</li> </ul>
<b>Relationship with Concession-related Entities</b>			
Agreement on respective roles and responsibilities, better coordination of concession-related activities (management, supervision, M&E)		<ul style="list-style-type: none"> <li>Work on this task stalled due to changes in leadership in NBC and NIC.</li> <li>Meeting held with Governance Commission in June 2014 to attempt to restart the review process and reach consensus.</li> </ul>	<ul style="list-style-type: none"> <li>With Governance Commission support, meetings on this topic may begin in Q4 2014.</li> </ul>
<b>Develop Capacity to Monitor and Evaluate Concessions</b>			
Develop performance indicators and tools for each type of concession		<ul style="list-style-type: none"> <li>Work on this task began in December 2013.</li> <li>Work put on hold by new Director General of NBC pending establishment of new priorities for the NBC.</li> <li>Work on this activity re-started by NBC DG; templates revised by NBC staff and USAID-GEMS embedded advisors.</li> </ul>	<ul style="list-style-type: none"> <li>Revised templates to be validated in a meeting of all concession-related entities, plus other MACs having M&amp;E responsibilities with concessions, in July 2014.</li> </ul>

<b>OBJECTIVE 4: CONCESSIONS MANAGEMENT</b> <i>Management of natural resource concessions is more efficient, effective, and transparent through the introduction of management and oversight tools utilizing automated ICT based systems where appropriate</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
Develop instruments and formats for M&E data collection and reporting		<ul style="list-style-type: none"> <li>See Task I in this section.</li> </ul>	<ul style="list-style-type: none"> <li>See Task I in this section.</li> </ul>
Collaborate with Concession Granting Entities (CGEs) and other concerned ministries (MOE, MOHSW) to delineate specific responsibilities for collecting concessions performance data		<ul style="list-style-type: none"> <li>See Task I in this section.</li> </ul>	<ul style="list-style-type: none"> <li>See task I in this section.</li> </ul>
Develop Concessions Monitoring handbook outlining policies and procedures, use of tools for monitoring and reporting formats for presenting data		<ul style="list-style-type: none"> <li>Any handbook to be prepared must be done in conjunction with the implementation of the templates prepared as described under Task I of this section.</li> <li>Will review this task with NBC as the templates are finalized.</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of any handbooks will probably not take place until Q1 FY 2015.</li> </ul>
Conduct M&E training for NBC M&E and CGE M&E staff		<ul style="list-style-type: none"> <li>Any training to be undertaken must be done in conjunction with the implementation of the templates prepared as described under Task I of this section.</li> <li>Will review this task with NBC as the templates are finalized.</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of any training will probably not take place until Q1 FY 2015.</li> </ul>
<b>Assist NBC with Concessions Monitoring And Evaluation</b>			
Facilitate workshop between NBC and concessionaires on M&E indicators		<ul style="list-style-type: none"> <li>Any interaction with concessionaires must be done in conjunction with the implementation of the templates prepared as described under Task I of the preceding section.</li> <li>Will review this task with NBC as the templates are finalized.</li> </ul>	<ul style="list-style-type: none"> <li>Any work under this task will probably not take place until Q1 FY 2015.</li> </ul>
Revise and finalize concessions performance indicators		<ul style="list-style-type: none"> <li>See Task I in the preceding section.</li> </ul>	<ul style="list-style-type: none"> <li>See Task I in the preceding section.</li> </ul>
Assist NBC to develop strategies for working with concessionaires based on performance data analysis		<ul style="list-style-type: none"> <li>Any work with concessionaires must be undertaken in conjunction with the analysis of data received on the templates prepared as described under Task I of the preceding section.</li> </ul>	<ul style="list-style-type: none"> <li>Data will probably not be received until mid to late Q1 FY 2015, at the earliest.</li> </ul>

<b>OBJECTIVE 4: CONCESSIONS MANAGEMENT</b> <i>Management of natural resource concessions is more efficient, effective, and transparent through the introduction of management and oversight tools utilizing automated ICT based systems where appropriate</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
		<ul style="list-style-type: none"> <li>Data analysis cannot be undertaken until completed templates are received from concessionaires.</li> </ul>	
<b>National Investments Commission (NIC)</b>			
Provision of STTA for development of Concession Development and Private Public Partnership Department		<ul style="list-style-type: none"> <li>STTA deployed in Q2 FY 2014.</li> <li>Advisor analyzed institutional and legal framework for PPPs in Liberia and made recommendations for improvement; prepared draft PPP policy; analyzed the CDPPPD and made recommendations for its staffing and restructuring.</li> </ul>	<ul style="list-style-type: none"> <li>Advisor's work will be finalized in Q4 FY 2014. Additional work to include training, analysis of specific PPP proposals and preparation of PPP Guidelines.</li> </ul>
Review and harmonize concession laws as needed		<ul style="list-style-type: none"> <li>This item no longer has priority for the NIC and should be dropped.</li> <li>To the extent this work is needed, will be done in conjunction with analysis of concession roles and responsibilities, described above.</li> </ul>	<ul style="list-style-type: none"> <li>Suggest deletion of this task in Q4 2014 and FY 2015.</li> </ul>
Concessions Advisory Support		<ul style="list-style-type: none"> <li>No advisory support has been requested in FY 2014.</li> </ul>	<ul style="list-style-type: none"> <li>Suggest deletion of this task.</li> </ul>
<b>Public Procurement and Concessions Commission (PPCC)</b>			
(Key Activities) Review need for development of rules, regulations, and forms for concessions pursuant to Article 5c of the PPCA		<ul style="list-style-type: none"> <li>No advisory support has been requested in FY 2014.</li> </ul>	<ul style="list-style-type: none"> <li>Suggest deletion of this task.</li> </ul>
Defined roles, responsibilities, and guidelines for regulating concession-granting processes		<ul style="list-style-type: none"> <li>No advisory support has been requested in FY 2014.</li> </ul>	<ul style="list-style-type: none"> <li>Work on this task should be undertaken in conjunction with the analysis of concession roles and responsibilities, as described above.</li> </ul>
<b>Concessions Support for Forest Development Authority (FDA), Ministry of Agriculture (MOA), and Ministry of Lands, Mines &amp; Energy (MLME)</b>			
Standardized guidelines for roles, responsibilities, and procedures in concessions monitoring; improved standardization of concessions monitoring		<ul style="list-style-type: none"> <li>See the discussion under Task I of the section entitled <i>Develop Capacity to Monitor and Evaluate Concessions</i>, above.</li> </ul>	<ul style="list-style-type: none"> <li>Any work to be done on this task will be done in parallel with the implementation of the reporting templates developed under Task I in the section entitled <i>Develop Capacity to Monitor and Evaluate Concessions</i>.</li> </ul>

<b>OBJECTIVE 4: CONCESSIONS MANAGEMENT</b> <i>Management of natural resource concessions is more efficient, effective, and transparent through the introduction of management and oversight tools utilizing automated ICT based systems where appropriate</i>			
<b>Expected Results (From Work Plan)</b>	<b>PMP Indicator</b>	<b>Progress Towards Target Accomplishments</b>	<b>Projected Accomplishments For Next Quarter</b>
Standardized tools for use on concessions monitoring, improved standardization of concessions monitoring		<ul style="list-style-type: none"> <li>See the discussion under Task I of the section entitled <i>Develop Capacity to Monitor and Evaluate Concessions</i>, above.</li> </ul>	<ul style="list-style-type: none"> <li>Any work to be done on this task will be done in parallel with the implementation of the reporting templates developed under Task I in the section entitled <i>Develop Capacity to Monitor and Evaluate Concessions</i>.</li> </ul>
Complete repository of M&E tools and guidelines available for guiding concessions monitoring capacity building, improved ability to monitor concessions contracts		<ul style="list-style-type: none"> <li>See the discussion under Task I of the section entitled <i>Develop Capacity to Monitor and Evaluate Concessions</i>, above.</li> </ul>	<ul style="list-style-type: none"> <li>Any work to be done on this task will be done in parallel with the implementation of the reporting templates developed under Task I in the section entitled <i>Develop Capacity to Monitor and Evaluate Concessions</i>.</li> </ul>
Improved concessions monitoring capacity in M&E staff, improved capacity to implement PMS and contract compliance reviews		<ul style="list-style-type: none"> <li>See the discussion under Task I of the section entitled <i>Develop Capacity to Monitor and Evaluate Concessions</i>, above.</li> </ul>	<ul style="list-style-type: none"> <li>Any work to be done on this task will be done in parallel with the implementation of the reporting templates developed under Task I in the section entitled <i>Develop Capacity to Monitor and Evaluate Concessions</i>.</li> </ul>
Report providing analysis of international trends in the timber market (desk study, in-house), information required for better planning of future concessions and forest management (FDA)		<ul style="list-style-type: none"> <li>FDA has not requested preparation of this report.</li> <li>Recommend this item be deleted because of shifting priorities; work with other donors on the Voluntary Partnership Agreement has taken priority.</li> <li>FDA has also suggested no more Forest Management Contracts will be issued, minimizing the need for a study of this type.</li> </ul>	<ul style="list-style-type: none"> <li>No current or future activity planned.</li> </ul>

## OBJECT 5: PAYMENT SYSTEMS

*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 when feasible.*

Expected Results (From Work Plan)	PMP Indicator	Progress Towards Target Accomplishments	Projected Accomplishments For Next Quarter
<b>Liberia Payment Systems</b>			
Technical Assistance to the MOF Department of Revenue LRA for revenue collection	% of GOL revenue payments transferred via electronic means (PMP 1.5-2)	<ul style="list-style-type: none"> <li>Provided furniture and equipment at Temple of Justice, National Archives, and MLME. Revenue collectorate windows opened to receive all customs and tax payments.</li> <li>Designed a “user friendly”, small taxpayer automated collection form. This form will allow taxpayers to complete their tax return online and simply print it out for submission to the LRA; once the LRA website is fully automated, the form will be submitted electronically.</li> <li>Complete SOP for tax payment. This SOP includes the process for direct deposit of tax payments reducing the time for processing from three days down to one.</li> </ul>	<ul style="list-style-type: none"> <li>Open Revenue Collection windows at RIA and Ganta.</li> <li>Post revenue collection form on LRA website.</li> </ul>
Project management started for the development of ACH		<ul style="list-style-type: none"> <li>Work with the CBL on coordination of the CBL and commercial banks for the setting document for the ACH. The setting document standardizes the data submissions from the commercial banks to allow for uniform account number structure, so banks can be compared to each other.</li> </ul>	<ul style="list-style-type: none"> <li>Hand off to the CBL payments coordinator for further project management.</li> </ul>
Funding proposal drafted for automated off-site bank supervision		<ul style="list-style-type: none"> <li>Completed the funding proposal and submitted to the World Bank. The CBL is waiting for a response from the World Bank, as this is an infrastructure project in line with what the bank funds.</li> </ul>	<ul style="list-style-type: none"> <li>Hand off to the CBL bank supervision department to follow up.</li> </ul>
<b>Mobile Money</b>			
Revised rules, regulations, procedures, or guidelines (are posted on official website); additional mMoney service providers authorized; regulatory compliance increased; prepared mMoney Informational Brochures for GOL workers	% of GOL employees paid via mobile money (in thousands) (PMP 1.5-1)	<ul style="list-style-type: none"> <li>819 employees from Liberia Youth Employment Program (LYEP) MYS are currently being paid via mobile money.</li> <li>91 public school teachers in Margibi County have signed up for mMoney application on their phones, and they have requested CSA to pay them via mobile money for the next 3 months pilot.</li> <li>LYEP saved US\$9,800 monthly per month during this quarter using mMoney to pay workers in five counties.</li> <li>On the May 27, 2014, CBL published the Mobile Money Regulation, fully incorporating STTA expert recommendations.</li> </ul>	<p>Work with CSA and MOE to increase GOL payments via mMoney.</p> <ul style="list-style-type: none"> <li>Work with Lonestar MTN to establish a dedicated help line to resolve teachers' concerns</li> <li>Establish a tracking form to track teachers complaints and respond to them</li> </ul>

### OBJECT 5: PAYMENT SYSTEMS

*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 when feasible.*

Expected Results (From Work Plan)	PMP Indicator	Progress Towards Target Accomplishments	Projected Accomplishments For Next Quarter
			<ul style="list-style-type: none"> <li>Build mMoney awareness and educate GOL users.</li> </ul>
CSA policy (Standing Order) issued, CSA coordinates tracking and reporting		<ul style="list-style-type: none"> <li>Activity completed last quarter; no further activity required.</li> </ul>	
MOF coordinates GOL-wide stakeholder working group, rapid roll-out of mMoney to additional MACs		<ul style="list-style-type: none"> <li>MOF activity completed; stakeholder meetings transferred over to CSA (for GOL payroll coordination).</li> </ul>	
National mMoney Strategy is adopted by CBL		<ul style="list-style-type: none"> <li>Draft submitted to CBL on 30 June 2014; final acceptance is pending. No more activity required by USAID-GEMS.</li> </ul>	

### CROSS-CUTTING THEMES AND SPECIAL PROJECTS

Expected Results (From Work Plan)	PMP Indicator	Progress Towards Target Accomplishments	Projected Accomplishments For Next Quarter
<b>Economic Advisory Support to MOF</b>			
<b>Economic Advisory Support</b> Direct economic advisory support to the Minister <ul style="list-style-type: none"> <li>Briefs on global and national economic outlook and the highlights on the economy;</li> <li>Preparing conference papers and panel discussion notes for international and regional conferences and seminars;</li> </ul>		<ul style="list-style-type: none"> <li>Prepared a discussion paper for the Minister on Income inequality and Illicit Financial Flows for the High-level panel discussion on 'Illicit Financial Flows and Inequality' at the World Economic Forum on Africa 2014, May 7, 2014, Abuja, Nigeria.</li> <li>Prepared a discussion paper for the Minister on 'Building resilience in the Horn of Africa and the Sahel' for the high-level panel discussion during the African Development Bank Annual meeting in Kigali, Rwanda, May 19-23, 2014.</li> <li>Prepared a panel discussion notes for the Ministerial level discussion in the High-level segment of the United Nations Economic and Social Council (ECOSOC) on the theme</li> </ul>	<ul style="list-style-type: none"> <li>Cannot project accomplishments since wholly dependent upon the Minister's demands.</li> </ul>

CROSS-CUTTING THEMES AND SPECIAL PROJECTS			
Expected Results (From Work Plan)	PMP Indicator	Progress Towards Target Accomplishments	Projected Accomplishments For Next Quarter
<ul style="list-style-type: none"> <li>drafting responses to interview questions on Liberia's economy; and</li> <li>Preparation of concept notes on topical policy issues, etc.</li> </ul>		<ul style="list-style-type: none"> <li>'integrating employment-centric sustainable development in the post-2015 development agenda', July 8, 2014 at the United Nations headquarters in New York.</li> <li>Prepared a discussion paper for the Minister on 'jumpstarting development in the most difficult environment" for the High-level panel discussion during the eleventh annual Brookings Blum Roundtable in Aspen, Colorado in August 6-9, 2014.</li> </ul>	
<b>Technical back-up support</b> Economic Management Team <ul style="list-style-type: none"> <li>Preparation of policy discussion papers/briefs for EMT consideration</li> </ul>		<ul style="list-style-type: none"> <li>No activity this quarter.</li> </ul>	
<b>Capacity building</b> Working with MOF Macro Fiscal Analysis Unit (MFAU) staff, produce and publish regular reports on the performance of the economy. <ul style="list-style-type: none"> <li>Regular reports on the performance of the economy - (a) Annual Economic Review and (b) more regular highlights and briefs on the performance of all the sectors of the economy (especially the real/production, external/trade, monetary/financial and government sectors)</li> </ul>		<ul style="list-style-type: none"> <li>The second Annual Economic Review 2013 was completed and published.</li> </ul>	

CROSS-CUTTING THEMES AND SPECIAL PROJECTS			
Expected Results (From Work Plan)	PMP Indicator	Progress Towards Target Accomplishments	Projected Accomplishments For Next Quarter
<b>President's Young Professionals Program (PYPP)</b>			
Identification of six of the best and brightest young Liberian professionals in accounting, finance, and economics		<ul style="list-style-type: none"> <li>Identification of the six young Liberian professionals was carried out in Quarter 1 of FY2014.</li> </ul>	<ul style="list-style-type: none"> <li>Continued support and training for these young Liberian professionals.</li> </ul>
Identification of four of the best and brightest young Liberian professionals in information and communications technology		<ul style="list-style-type: none"> <li>Identification of the four young Liberian professionals in ICT was carried out in Quarter 1 of FY2014.</li> </ul>	<ul style="list-style-type: none"> <li>Continued support and training for these young Liberian professionals.</li> </ul>
PYPs placed in USAID-GEMS targeted MACS		<ul style="list-style-type: none"> <li>Three PYPs have been assigned as Budget Directors at MOF, MLME and GSA. Additionally, other PYPs are serving as Budget Analysts for various MACs.</li> </ul>	<ul style="list-style-type: none"> <li>PYPs to take residence/office fully in the MACs.</li> </ul>
PYPs performance enhanced and work effectively within public sector		<ul style="list-style-type: none"> <li>USAID-GEMS conducted for the 4 PYPs assigned to MOPT, a seven-week (May 20 - July 5) training on developing basic ICT, GIS and business process analysis skills before being assigned to concessions-related entities (MOA, FDA, EPA, and NBC) as concessions specialists.</li> </ul>	<ul style="list-style-type: none"> <li>PYPs skills further enhanced in the operation of the installed concessions administration system - FlexiCadastre, GIS and ICT.</li> </ul>
<b>Change Management</b>			
Support change management committees in the collation, reporting, and use of performance data for project M&E and communication of key project results, accomplishments, and shortcomings	# of partner MACs with functioning Change Management Committees or processes used to communicate information on interventions and/or results (1.1-3 PMP)	<ul style="list-style-type: none"> <li>For this quarter, two MAC Change Management Committees (CMCs), MOPT and MOE, received training on the strategy and ways involved in ensuring that performance data for project M&amp;E is available for informed decision-making by stakeholders.</li> <li>CMCs were exposed to performance monitoring or measurement concepts with corresponding measurement tools.</li> </ul>	<ul style="list-style-type: none"> <li>The M&amp;E team will continue to make visits to MACs to ensure the effective usage of data collection tools and encourage communication of key institution results to stakeholders.</li> </ul>
<b>Gender Considerations</b>			
Commitment to gender equality, fair and transparent screening of applicants, equal access to employment		<ul style="list-style-type: none"> <li>USAID/GEMS continues to strive for increasing female participation, mainly through encouragement of partners to identify and lift the obstacles/constraints to reduce the gender balance gaps.</li> </ul>	



USAID-GEMS Performance Indicator Data Table: Quarter 3—2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)									
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	USAID-GEMS will support PPCC to conduct this survey in third 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	This survey is expected to be conducted 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	3	Human Resources Orange Systems have been installed In GSA and NBC
I-5	% change in GOL fleet expenditures in GEMS partner MACs	Custom	% change	N/A	2012	0	-5	0	This indicator will be revised due to the fact that joint equity part of the fleet policy has been shelved for the moment
I-6	# of existing or proposed concessions entities or IMCC utilizing USAID-GEMS supported geospatial data systems	Custom	# of concessions	N/A	2013	0	0	0	4 PYPs have been trained to use the FlexiCadastre software
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	98,000.00 USD	The LYEP has saved a total of 98,000.00 USD in 10 months (June 2013 – March 2014)

USAID-GEMS Performance Indicator Data Table: Quarter 3—2014									
#	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	1,897	In Q3, trainings were focused on: Performance management and appraisal, vehicle maintenance and record keeping, QuickBooks, IT knowledge sharing, ICT organizational design, change management and measurement, etc.
				Male		0	1500	1513	
				Female		0	200	384	
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 but not fully utilized
<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	2	GC and MOE have reached the milestone to pass this indicator
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		

USAID-GEMS Performance Indicator Data Table: Quarter 3—2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
				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	0	No new communications have been published in this quarter
<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	13	MACs are still using FM software tools. No new one has been added yet
I.1.1-2	# of MACs with auditable FM systems	Custom	# of MACs	N/A	2012	0	6	7	Manuals have been approved for two of our MACs; drafts have been submitted to seven others; training of FM staff is progress
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	2	MOE has reached the milestone to pass this indicator
<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 10 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	USAID-GEMS supported the PPCC in this year's (2014/2015) procurement review exercise. Upon budget approval, team will follow-up to review updated procurement plans for the indicator

USAID-GEMS Performance Indicator Data Table: Quarter 3—2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I.1.2-3	# of MACs with 90% or more of required procurement documentation in place for new procurements	Custom	# of MACs	N/A	2013	0	3	0	12 MACs assessed scored average percentage of 55.1 %. However, scores range from 10 – 80%
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	This indicator will be reviewed when revising the PMP
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	The performance appraisal exercise is expected to start in January 2015
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	The plan for the implementation of the merit-based recruitment system is being discussed
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	0	56 vehicles maintained according to GSA standards. The % maintained is 2.8
I.1.2-9	GOL Property Registry developed, approved and updated regularly by the GSA	Custom	Y/A	N/A	2014	N	Y	Y	The target for this indicator has been met for 2014
I.1.2-10	# of MACs with up to date general asset registries	Custom	% of properties	N/A	2012	0	4	0	All wave 1 and 2 MACs have been given an asset management spreadsheet. At this time, all MACs have been encouraged to do an asset management inventory and to put processes in place to capture new procurement.

USAID-GEMS Performance Indicator Data Table: Quarter 3—2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I.1.2-11	% change in number of vehicles in operation fleet	Custom	% of change	N/A	2012	-	-10	0	This indicator will be revised due to shelving of the joint equity component of the fleet policy
I.1.2-12	# of performance monitoring systems established in partner MACs with USAID-GEMS support	Custom	# of plans	N/A	2012		14	1 (GSA New Fleet Policy)	The establishment of performance monitoring systems in partner MACs has not started. This indicator will be reworded or removed during the PMP review
I.1.2-13	# of MACs with IT systems that are assessed as IFMIS ready	Custom	# of MACs	N/A	2012		8	7	All 7 wave 1 have been re-assessed as IFMIS ready
I.1.2-14	# of partner MACs with a functioning IT incident management system	Custom	# of MACs	N/A	2013		0	7	3 additional wave 1 MACs have IT incident management systems operational
<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	-	This survey is expected to be conducted 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	-	Data on this indicator will be available in Q4
<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	The 21 new courses developed are ongoing
I.2.1-2	# of international certification trainings that include preparatory testing	Custom	# of MACs	N/A	2012	0	1	5	The additional professional technician courses developed are ongoing until September 2014

USAID-GEMS Performance Indicator Data Table: Quarter 3—2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
<b>IR 1.2.2: 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	The target for this indicator has been met
I.2.2-2	# of training courses developed or revised with USAID-GEMS assistance	Custom	# of trainings	N/A	2012	0	13	9	The 9 new courses developed in Q2 are ongoing
I.2.2-3	# of LIPA service delivery areas with corresponding M&E systems	Custom	% of services areas	N/A	2012	0	2	1 (Training)	USAID-GEMS M&E unit will work in collaboration with LIPA to finalize the establishment of an M&E system
I.2.2-4	% of assessed LIPA trainers demonstrating mastery of adult learning techniques in observed LIPA trainings	Custom	% assessed trainers	N/A	2014	TBD	60	0	This survey will be administered all along the training cycle, August-October
<b>IR 1.3: Expanded Public sector use of ICT linked to development objectives supported</b>									
I.3-1	# of GOL ICT policies developed and approved with USAID-GEMS assistance	Custom	# of policies	N/A	2013	0	5	0	The interoperability framework is complete
I.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 by GOL
I.3-3	# of ICT special projects/initiatives implemented to expand access to internet resources by targeted groups	Custom	# of projects	N/A	2012	0	1	0	None has been done
I.3.4	GOL ICT Assessment Scorecard system developed and approved	Custom	Y/Ns	N/A	2013	N	N	0	None has been done

USAID-GEMS Performance Indicator Data Table: Quarter 3—2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
<b>IR 1.4: 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	This indicator will be deleted when reviewing the PMP
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 Q1 are being reviewed and revised
I.4-3	National concessions cadastre designed	Custom	Y/N	N/A	2012	0	Y	Y	National Concessions Cadastre has been designed
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 Q1 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	4	No visit has been conducted in this quarter
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	4 PYPs have been trained to use the FlexiCadastre software
<b>IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards</b>									
I.5-1	# of GOL employees paid via mobile money (in thousands)	Custom	# of GOL employees	Sex	2012	0	I	58	58 teachers have been paid via mobile money
				Male		0		48	
				Female		0		10	
I.5-2	% of GOL revenues payments transferred via electronic payments	Custom	% of payments	N/A	2012	0	20	43%	AYSCUDA and TAS collection show 20% of revenue collected

USAID-GEMS Performance Indicator Data Table: Quarter 3—2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
<b>Cross-cutting Results: Gender</b>									
1	# of MACs with gender equitable EEO policies or guidelines	Custom	# of MACs	N/A	2014	0	3	2	5 policies or guidelines are in final draft stage awaiting approval
2	# of MACs reporting on gender of applicants for advertised staff positions	Custom	# of MACs	N/A	2014	0	2	2	USAID-GEMS does not have control over this indicator and will revise it during the PMP revision
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. The 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	1,585	In Q3, trainings were focused on: Performance management and appraisal, vehicle maintenance and record keeping, QuickBooks, IT knowledge sharing, ICT organizational design, change management and measurement, etc.



USAID-GEMS Performance Indicator Data Table: Quarter 3—2014									
#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
				Male				783	
				Female				802	
3	# of government officials receiving USG-supported anti-corruption training (2.2.4-2)	F Indicator	# of officials	Sex	2012	N/A	1000	1247	In Q3, trainings were conducted in the following areas: Vehicle and generator record keeping, Accounting and reporting for donor projects, vehicle management and record keeping tools, QuickBooks, vehicle preventive maintenance, county Coordinator asset and fleet management etc.
				Male			800	1010	
				Female			200	237	



## APPENDIX I: TABLES

**TABLE 1A: LIST OF PRODUCTS AND DELIVERABLES FOR THE PERIOD**

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name
A324	Trip Report - Amadou Thera	4	FY14Q3	Trip Reports	A324_C-Amadou Thera Trip Report 2014 04 (at)
A325	Trip Report - Peter Croswell # 2	4	FY14Q3	Trip Reports	A325_C- Croswell Peter Trip Report 2014 05 (pc)
A326	Trip Report - Michael Oraro # 1	4	FY14Q3	Trip Reports	A326_C- Michael Oraro Trip Report 2014 05 (mo)
A327	CIMS Implementation Plan	4	FY14Q3	Technical Reports	A327_C- CIMS Implementation Plan FINAL May 27 2014 (pc)
A328	CIMS Design Document	4	FY14Q3	Technical Reports	A328_C- CIMS Design FINAL DRAFT_May 27 2014 (pc)
A329	CIMS Prototype Description, Schedule and Cost	4	FY14Q3	Technical Reports	A329_C- CIMS Prototype Implementation and Costs May 29 2014_500 (pc)
A330	CIMS Cost Estimate - Excel Workbook	4	FY14Q3	Technical Reports	A330_C- CIMS Cost Estimation v5.0_5-29-2014_500 (pc)
A331	Trip Report - Yaw Badu	2	FY14Q3	Trip Reports	A331_TR-LIPA Trip Report Badu May 2014 (yab)
A332	LIPA Library Survey Instrument	2	FY14Q3	Assessments	A332_TR-LIPA Library survey instrument_May 2014 (tk)
A333	LIPA Business Plan	2	FY14Q3	Technical Reports	A333_TR-LIPA Business Plan_May 2014 (yab)
A334	LIPA Capability Statement	2	FY14Q3	Technical Reports	A334_TR-LIPA Capability Statement_May 2014 (yab)

Document ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name
A335	Trip Report - Lawrence Robertson	I	FY14Q3	Trip Reports	A335_GC-M&E Trip Report Robertson 2014 05 (lr)
A336	Common Use Items Report	I	FY14Q3	Technical Reports	A336_PPCC-PRO Common Use Report_2014 06 06 (kgj)
A337	User Guide - Common Use Items Report	I	FY14Q3	Technical Reports	A337_PPCC-PRO Common Use Report User Guide_2014 06 06 (kgj)
A338	Trip Report - Felipe Tejada	2	FY14Q3	Trip Reports	A338_LIPA-TR Trip Report Tejada_2014 06 18 (ft)
A339	Trip Report - Klahn-Gboloh Jarbah	I	FY14Q3	Trip Reports	A339_PPCC-PRO Trip Report Jarbah_2014 06 (kgj)
A340	LIPA Trainer's Competencies Checklist	2	FY14Q3	Assessments	A340_LIPA-TR Trainer's Competencies Evaluation Checklist_June 2014 (TR Team)
A341	Trip Report - Alex Weeks	I	FY14Q3	Trip Reports	A341_GSA-AM Trip Report Weeks_2014 06 (daw)

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

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Financial Management					
IC	EPA - Accounting & Reporting for Donor Funded Projects OJT	6/17/2014 to 6/19/2014	1	1	GOL
IC	EPA - Updated Org. Structure & JDs OJT	4/22/2014	0	1	GOL
IC	GC - Accounting & Reporting for Donor Funded Projects OJT	5/13/2014 to 5/15/2014	1	0	GOL
IC	GC - Quick Books Set-up & Use OJT 3	4/29/2014 to 5/1/2014	1	0	GOL
IC	LIPA - Receivables in QuickBooks OJT 1	4/3/2014	3	1	GOL
IC	LIPA - Receivables in QuickBooks OJT 2	4/29/2014	0	1	GOL
IC	MOA - Accounting & Reporting for Donor Funded Projects OJT 2	5/7/2014 to 6/30/2014	1	0	GOL
IC	MOA - Period End Closing & Financial Reporting OJT	4/9/2014 to 6/16/2014	1	0	GOL
IC	PPCC - Cash & Bank Account Mgt. OJT 3	4/2/2014 to 4/21/2014	1	0	GOL
IC	PPCC - Quick Books Set-up & Use OJT 3	4/28/2014 to 6/11/2014	1	0	GOL
Human Resources					
IC	GSA - Guide to Performance Mgt. & Appraisal - Senior Mgt.	4/2/2014	14	2	GOL
IC	GSA -Guide to PMS - Supervisory Level 1	4/3/2014	19	7	GOL
IC	GSA - Guide to PMS - Supervisory Level 2	4/4/2014	28	3	GOL
IC	GSA - Orange HR Mgmt. Installation OJT	5/30/2014	1	0	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	MYS - Performance Mgmt. & Appraisal: Sr. Level	5/7/2014	8	3	GOL
IC	MYS - Performance Mgmt. & Appraisal: Supervisory Level	5/8/2014	30	8	GOL
IC	NBC - Orange HR Mgmt. Installation OJT	6/3/2014	1	0	GOL
<b>Visioning &amp; Change Management-Related</b>					
IC	MOE - Change Management and M&E	6/24/2014	17	7	GOL
IC	MOPT - Change Management and M&E	6/12/2014	15	3	GOL
<b>Asset Management</b>					
IC	CSA - Vehicle & Generator Record Keeping Tools OJT	6/11/2014	2	0	GOL
IC	CSA - Vehicle Record Keeping Tools OJT	4/29/2014	2	0	GOL
IC	EPA - Entering Fleet & Generator Data OJT	6/9/2014	6	0	GOL
IC	FDA - Generator Mgt. Record Keeping Tools OJT	4/8/2014	4	1	GOL
IC	FDA - Vehicle Record Keeping Tools OJT	6/10/2014	2	0	GOL
IC	GC - Generator Mgt. Reporting Tools OJT	5/8/2014	2	0	GOL
IC	GSA - Coordinators Asset & Fleet Mgt. Workshop I	4/21/2014 to 4/22/2014	21	3	GOL
IC	GSA - County Coordinators Asset & Fleet Mgt. Workshop I	4/23/2014 to 4/24/2014	13	3	GOL
IC	MACs - Generator Preventive Mgmt.	5/13/2014	10	2	GOL
IC	MACs - Motorcycle Preventive Maintenance	5/20/2014	31	1	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	MACs - Vehicle Mgt. Record Keeping Tools	5/15/2014	17	1	GOL
IC	MOA - Vehicle Mgt. Record Keeping Tools OJT	4/3/2014	2	0	GOL
IC	MOA - Vehicle Record Keeping Tools & Fleet Registry Update	5/1/2014	2	0	GOL
IC	NIC - Generator Mgt. Reporting Tool OJT	5/7/2014	3	0	GOL
<b>Information Technology</b>					
IC	MACs - ICT Organizational Design Current State	4/17/2014	27	5	GOL
IC	MACs - IT Knowledge Sharing Workshop 2	5/29/2014	11	0	GOL
<b>Concessions</b>					
IC	PYPs - GIS Training Modules I - II	5/23/2014 to 7/10/2014	2	2	PYPs involved with Concessions and ICT training
<b>TOTAL</b>			<b>300</b>	<b>55</b>	





**TABLE 3A: FY2014 Q3 STTA CONSULTANTS**

Specialist Name (Last, First)	Purpose of consultation	Achievements
Oraro, Michael	Develop PPP policy, guidelines at NIC; provide guidance re organization and operation of the CDPPP Directorate at NIC	Policy and guidelines developed; draft of CDPPP Directorate plan prepared
Wheeler, Donald	NBC Strategic Plan	Plan development in progress; contract extended to allow time for organizational development consultation
Thera, Amadou	Train PYPs in use of FlexiCadaastre and other systems-related tasks	Training completed successfully
Croswell, Peter	Design, planning and cost estimation for Concessions Information Management System	Consultation completed successfully in the quarter.
Badu, Yaw	To serve as Business Development Specialist (BDS) and 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.	Delivered on two key areas of the TOR: Development of LIPA Capability Statement & the LIPA Business Plan. A Trip report for the exercise was also submitted.
Tejeda, Felipe	As Curriculum Development Specialist, to work with GEMS Advisors and LIPA trainers (as a facilitator) to review and develop training curricula, modules and materials for existing and new courses at LIPA by: helping strengthen and expand LIPA's capacity to provide targeted training programs; helping ensure quality, consistency and standardization of training methodologies and materials at LIPA; helping improve the overall quality and impact of LIPA's training programs.	Coordinated the effort of USAID-GEMS functional area teams to draft curricula / modules for eventual transfer to LIPA. This initiative will be completed in the next phase. A Trip report has also been submitted
Weeks, Alexander	As The AM software Analyst, Alexander started a full review of the GSAs AM software requirements. He was here for 4 weeks doing his research and will return on the 26 July to complete his report.	Spoke to all the stakeholders and did research on likely solutions including an evaluation on the previously used MaintStar System
Acolatse, Elliot	A building management and Maintenance Specialist. Spent June talking to all stakeholders at both	He produced in June a set of recommendations which are currently with the GSA for discussion.

Specialist Name (Last, First)	Purpose of consultation	Achievements
	the GSA and the MACS.	
Jarbah, Klahn-Gboloh	Development of Common Use Item Data for PPCC website to guide program planning and decision making.	Common Use Item Data developed with indicative prices.
Robertson, Lawrence	Work with the Governance Commission (GC) Monitoring and Evaluation, Research, and Publications staff and Commissioner in Monrovia May 6-June 6 in the development of methodologies for the 2014 Annual Governance Report (AGR).	Drafted and revised documents with core questions GC needs to know the answers to for the key institutions in the 2014 AGR to do institutional assessment and analysis correctly for the GoL and international institutions. Key institutions in the 2014 AGR are: MoJ and the LNP, DEA, BIN, MoD and the Armed Forces of Liberia (AFL), UNMIL, National Elections Commission (NEC), and the constellation of Liberian political parties. Drafted and revised generic institutional assessment template for MACs

**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)