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

ANNUAL PROGRESS REPORT: FISCAL YEAR 2014



OCTOBER 2014

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Cover Photo: In June 2014, the USAID-GEMS Mobile Money Team in Kakata, Margibi county creating awareness on mobile money and registering teachers for voluntary salary payments via mMoney. Two teachers after signing up for mMoney.

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DISCLAIMER

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CONTENTS

- ACRONYMS AND ABBREVIATIONSiii**
- EXECUTIVE SUMMARYvii**
 - Introduction..... vii
 - Mid-Term Evaluation viii
 - Extraordinary Events..... ix
 - Impact of Ebola epidemic on Project Activities x
 - Achievements..... xiii
 - Challengesxx
- I. PROGRAM OVERVIEW..... I**
 - Strategic Approach 2
- II. PROGRAM ACHIEVEMENTS AND PERFORMANCE..... 5**
 - Achievements by Program Objectives 5
 - Financial Management..... 5
 - Human Resources..... 9
 - Assets Management..... 13
 - Procurement 15
 - Information Technology 17
 - Monitoring and Evaluation.....21
- III. ACHIEVEMENTS IN CROSS-CUTTING THEMES AND SPECIAL PROJECTS..... 35**
 - Economic Advisory Support to MOFDP..... 35
 - The President’s Young Professionals Program..... 36
 - Training..... 37
 - Gender Considerations 38
 - Change Management40
- IV. CHALLENGES, ISSUES, CONSTRAINTS AND MITIGATING ACTIONS 41**
 - Financial Management.....41
 - Human Resources.....41
 - Asset Management.....41
 - Procurement Management.....42
 - LIPA42
 - ICT/Information Technology43
 - Concessions Management.....43
 - Payment Systems & Mobile Money43
 - Economic Advisory Support to MOFDP.....44

President’s Young Professional Program.....	44
V. M&E METRICS	45
Performance Monitoring Plan Indicators.....	45
ANNEX 1: USAID-GEMS PERFORMANCE INDICATOR DATA TABLE	47
ANNEX 2: USAID-GEMS WORKPLANS FOR Q1 FY 2015.....	93
ANNEX 3: SUCCESS STORIES.....	103
ANNEX 4: PYPP ANNUAL REPORT— FY2014	107
TABLE 1: LIST OF PRODUCTS AND DELIVERABLES FY2014.....	119
TABLE 2: LIST OF TRAININGS, WORKSHOPS AND EVENTS	136
TABLE 3: LIST OF STTA CONSULTANTS FY2014	151
TABLE 4: EQUIPMENT, FURNISHINGS & SUPPLIES TO MACs July 2011–September 2014	156

ACRONYMS AND ABBREVIATIONS

ACH	Automated Clearing House
AfDB	African Development Bank
AFL	Armed Forces of Liberia
AM	Asset Management
ASYCUDA	Automated System for Customs Data
ATSWA	Accounting Technician Scheme of West Africa
BTO	Behavioral Training Observations
CAG	Chartered Accountants, Ghana
CBL	Central Bank of Liberia
CCN	Cooperating Country National
CIMS	Concessions Information Management System
CIO	Chief Information Officer
CMA	Central Management Agency
CMC	Change Management Committee
CMM	Change Management and Measurement
COP	Chief of Party
CSA	Civil Service Agency
DDG	Deputy Director General
DEO	District Education Officer
DG	Director General
DOB	Department of Budget
DOR	Department of Revenue
DR	Disaster Recovery
ECOSOC	United Nations Economic and Social Council
EEO	Equal Employment Opportunity
EMT	Economic Management Team
EPA	Environmental Protection Agency
EVD	Ebola Viral Disease
FDA	Forestry Development Authority
FEA	Federal Enterprise Architecture
FM	Financial Management
FY	Fiscal Year
GC	Governance Commission

GEFE	Gender Equality and Female Empowerment
GOL	Government of Liberia
GSA	General Services Agency
HR	Human Resources
HRM	Human Resources Management
IBLL	International Bank Liberia Limited
ICAG	Institute of Chartered Accountants, Ghana
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
IMCC	Inter-Ministerial Concessions Commission
IPSAS	International Public Sector Accounting Standards
ISP	Internet Service Provider
IT	Information Technology
IXP	Internet Exchange Point
LAC	Liberian Agricultural Company
LAN	Local Area Network
LATP	Liberia Accountancy Training Program
LICPA	Liberian Institute of Certified Public Accountants
LIPA	Liberia Institute of Public Administration
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LRA	Liberia Revenue Authority
LTA	Liberia Telecommunications Authority
LTTA	Long-term Technical Assistance
M&E	Monitoring and Evaluation
MAC	Ministry, Agency, & Commission
MBRS	Merit Based Recruitment System
MCSA	Microsoft Certified Solutions Associate
MFAU	Macro Fiscal Analysis Unit
MFR	Management and Functional Reviews
MLME	Ministry of Lands, Mines & Energy
MNO	Mobile Network Operator
MOA	Ministry of Agriculture
MOCI	Ministry of Commerce and Industry
MOE	Ministry of Education

MOF	Ministry of Finance
MOFDP	Ministry of Finance and Development Planning
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunications
MOU	Memorandum of Understanding
MOYS	Ministry of Youth and Sports
MTEF	Medium Term Expenditure Framework
NBC	National Bureau of Concessions
NCC	National Concessions Cadastre
NCDU	National Capacity Development Unit
NEC	National Elections Commission
NGO	Non-governmental Organization
NIC	National Investment Commission
NREN	National Research and Education Network
OJT	On-the-Job Training
OGI	Open Government Initiative
PFM	Public Financial Management
PFMRCU	Public Financial Management Reforms Coordinating Unit
PM	Performance Management
PMO	Project Management Office
PMP	Performance Management Plan
PMS	Performance Management System
PPCC	Public Procurement and Concessions Commission
PPP	Public-Private Partnerships
PYP	Presidential Young Professionals
PYPP	President's Young Professionals Program
RIA	Roberts International Airport
SC	Steering Committee
SIP	Syllabi Integration Program
STTA	Short-term Technical Assistance
TAS	Tax Automation System
TOGAF	The Open Group Architecture Framework
TOR	Terms of Reference
TOT	Train-the-Trainer
UBA	United Bank of Africa

UNICEF	United Nations Children’s Fund
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
USAID-GEMS	USAID Governance and Economic Management Support Project
UTM	Unified Threat Management
WFP	World Food Programme
WHO	World Health Organization

EXECUTIVE SUMMARY

INTRODUCTION

This report covers activities and project operations undertaken by the United States Agency for International Development's Governance and Economic Management Support (USAID-GEMS) project from October 1, 2013 through September 30, 2014 (Fiscal Year 2014 – FY14). Implementing partner IBI International guided work through the Year 3 work plan, which had been approved by USAID and the Government of Liberia (GOL) counterparts, and tracked progress in the performance management plan (PMP). An external mid-term evaluation offered some opportunities to improve program performance. An Ebola virus epidemic broke out in March 2014 and spread to Monrovia and many outlying counties in a second wave beginning in June. The IBI team continued implementing the work plan and reoriented technical assistance in a number of areas to assist in the national Ebola response.

During FY14, USAID-GEMS intensified its support to select GOL central management agencies to develop policies, procedures and implementation mechanisms that would build human and institutional capacity and improve performance in the economic governance areas defined in the contract:

- **Objective 1** Improving financial management, human resource management, procurement, and asset management working this year with 14 institutions;
- **Objective 2** Continued revitalization efforts at the Liberian Institute for Public Administration (LIPA) for civil service training;
- **Objective 3** Use of information and communication technology (ICT) at the GOL to increase worker efficiency;
- **Objective 4** Management of Natural Resource Concessions; and
- **Objective 5** National payment systems, under which the team successfully implemented 4 mMoney pilots delivering GOL and donor payments to teachers and youths.

In July 2014, USAID-GEMS invited each counterpart Ministry, Agency, and Commission (MAC) to a two-week workshop to review each institution's GEMS-supported work plan and agree on an action plan for 2014. Draft work plans were collaboratively revised until MAC representatives and USAID-GEMS advisors reached a consensus on priorities for the plans. The Ministry of Post and Telecommunications (MOPT) team demonstrated their ownership of the FY15 work plan by presenting it to the group for review and consideration.

As the GEMS workshop was taking place, the Ebola Viral Disease (EVD) was beginning to spread exponentially in the capital area, though the gravity of the situation only became clear as more data was gathered that demonstrated the widespread effects of the outbreak. USAID, the GOL and IBI agreed to adapt both the current work plan and the 2015 work plan during the Ebola crisis, to (1) ensure that work continues on GEMS without interruption and (2) reorient some resources to the national Ebola response.

In Q1 FY14, MAC leaders, USAID and the GEMS implementation team reviewed detailed status update on the activities of the project at each institution. The Chief of Party, Deputy Chief of Party and USAID-GEMS institutional liaison met with the senior management of each institution to review the

implementation of the MOU, ongoing activities, and challenges. Management from each MAC acknowledged the importance and usefulness of these meetings, and agreed that they should be held quarterly.

The USAID-GEMS Governance structure has a Steering Committee (SC) co-chaired by the Minister of Finance and Development Planning and the Director General of the Civil Service Agency with key central management agencies as members. The SC established a technical sub-committee to address technical implementation of the project with MAC technical liaisons as members. One Technical Committee meeting was held during the year with representatives from fifteen of the USAID-GEMS partner MACs. USAID-GEMS advisors made presentations 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. MACs were provided with a complete set of the relevant documents generated under the USAID-GEMS project, in hard and soft copy. The documents included: the institutional assessment report, the MOU signed with USAID-GEMS, the latest status report of USAID-GEMS interventions in each of the MACs, contact information for all GEMS advisors, and copies of the Human Resources (HR) Performance Management System.

MID-TERM EVALUATION

The project mid-term evaluation was undertaken during May and June 2014. Recommendations had four key themes for consideration over the next two years of the project:

- (1) Refocus on Wave I Central Management Agencies (CMAs) of the Civil Services Agency (CSA), the General Services Agency (GSA), Public Procurement and Concessions Commission (PPCC), and the Ministry of Finance (MOF);
- (2) Monitoring and Evaluation (M&E);
- (3) Support to LIPA; and
- (4) Restructuring USAID-GEMS Governance.

Refocus on Wave I CMAs - The recommendation to refocus Objective I support on CSA, GSA, PPCC and MOF (particularly the Department of Budget and Comptroller and Accountant General's Department) resulted from evaluation findings which revealed that USAID-GEMS support to fourteen MACs in their administrative support areas reduced time available to the central management agencies. Although this was within the project design, these CMAs considered it would be more beneficial if they had increased contact time from the advisors to support them in developing and/or implementing their crosscutting policies, procedures and processes.

In response, USAID-GEMS and the MACs will develop a plan for designated advisors to spend at least 50% of their time within the respective MACs.

Monitoring and Evaluation - The evaluation survey showed that, on average, 67% of respondents stated they were involved in the desired future state of their institutions. The evaluation team considered this to mean the MACs had 'a degree of ownership' or were 'vested in' the changes that the USAID-GEMS project hopes to achieve. However, only 58% of the respondents considered that there was a process in place to discuss emerging MAC-specific problems. The evaluation noted that while technical staff appreciated USAID-GEMS support, ownership and leadership commitment of senior MAC officials was weak.

The evaluation survey also found that of the 55% of respondents saw improvements in USAID-GEMS and other donor-focused areas. Of these, 73% attributed the positive changes to USAID-GEMS assistance. The evaluation team concluded, however, that although the project PMP included performance indicators, baseline, actual values, and targets, there were no corresponding performance indicators for the respective MACs to enable them to effectively monitor their improvement or the performance of USAID-GEMS.

Accordingly USAID-GEMS will revisit its annual FY14/15 work plan and develop more demand-driven functional area work plans with each MAC. These will be integrated into an institutional work plan for each MAC, with timeframes, responsibilities and performance indicators. These will be reviewed and agreed with MAC senior management for implementation with a schedule for performance reviews.

Support to LIPA – The evaluation team considered that USAID-GEMS had provided more than enough support to LIPA and LIPA should be ‘put to work’ as the main training delivery resource of the USAID-GEMS program to help ensure sustainability of interventions.

USAID-GEMS noted that the original LIPA support strategy was designed to leave the final two years of the project for LIPA to implement its strategic plan, utilizing the capacity built, equipment and systems provided with only broad guidance from the advisors and technical assistants. The USAID-GEMS Lead Training Advisor began implementing this approach in Q4 FY14, through structured mentoring and coaching of the leadership team.

Governance Structure– The evaluators found that USAID-GEMS has no institutional anchor in Government as the Steering Committee is not functioning. Though the failure of the Steering Committee to meet may reflect challenges in delegating such a crosscutting program to a single source of coordination and authority, an institutional anchor would support the sustainability of the progress made on the project.

USAID is considering, for discussion with the GOL, a revision in the project governance structure that would establish the Governance Commission as the anchor institution, with senior advisory groups related to each project objective created to provide specific guidance. These would include:

- a) Senior Advisory Group for Objective 1 composed of CSA, GSA, PPCC, Governance Commission (GC) and MOF (represented by the Minister, Deputy Minister Budget, Comptroller General and the Public Financial Management Reforms Coordinating Unit (PFMRCU));
- b) LIPA, CSA and GC for Objective 2;
- c) MOPT and GC for Objective 3; and
- d) National Bureau of Concessions (NBC), National Investment Commission (NIC) and GC for Objective 4.

EXTRAORDINARY EVENTS

In Quarter 3, Liberia had an outbreak of the EVD. In the last week of July all non-essential employees of Government entities were mandated to stay at home for 30 days and to report back on September 1st 2014. The situation escalated thereafter and a 90 day State of Emergency was declared in August 2014, closing schools and keeping non-essential employees at home through the end of October. The heads and some key administrative staff of the Ministry of Health and Social Welfare (MOHSW), GSA, the

NBC, PPCC and LIPA were assigned to the National Ebola Task Force, which requires their full time involvement.

As part of the state of emergency, the Government imposed a curfew initially for 9pm – 6am, later reduced to 11pm–6am. Seven of the USAID-GEMS-supported MACs retained their standard working hours but significantly relaxed the actual time staff are expected to arrive and depart from work. Another five GEMS-supported MACs reduced working hours to five or six hours a day and LIPA has reduced work to three days a week at four hours each day.

The escalation of Ebola-related deaths and precautionary measures in Quarter 4 seriously impacted the ability of the technical team to perform their regular on-the-job training (OJT) at the various MACs. Senior management was often not readily available to make decisions and take actions on such things as accounting manual approvals, completing and approving financial statements, refining procurement plans, and implementing performance appraisal systems, among other activities that were not highly prioritized. The GOL introduced some fiscal rules to raise funds for Ebola-related expenditures, such as a 25% reduction in expenditures on goods and services.

IMPACT OF EBOLA EPIDEMIC ON PROJECT ACTIVITIES

On USAID-GEMS Project Team

The GEMS team responded to the Ebola epidemic with a determination to continue progress on long-term goals while reinforcing the capacity of the GOL to respond to the immediate emergency. There were setbacks and postponements, but also opportunities to render extraordinary service.

A few advisors, however, felt that they could not stay. The lead HR Advisor, a financial specialist, and the communications and outreach manager evacuated themselves and have chosen not to return to Liberia due to the EVD epidemic.

The M&E Advisor's fielding to Monrovia was delayed at the escalation of the crisis and he arrived in mid-September. The initial M&E priority was to revise the project's PMP, therefore support to the MACs; M&E plans will be delayed.

On Financial Management (FM)

The onset of the Ebola crisis reduced the availability of counterparts and attention to implementing long-term performance improvement solutions. The FM team continued to provide technical assistance to the MACs based on staff availability and flexible official work schedules.

Several MACs indicated that due to the PFMRCU working at less than 50% capacity, they were not receiving the necessary information and support in a timely manner to produce their FY2013/2014 financial statements. Therefore only two of the USAID-GEMS targeted MACs submitted their financial statements on time, although most were on schedule prior to the crisis. While the PPCC finance team has suspended collaboration with USAID-GEMS, it was hoped that this would change with the appointment of a new Executive Director. Once named, however, he was immediately assigned to head the Ebola Task Force and therefore has not taken up his post. The Ministry of Agriculture (MOA) Comptroller resigned in FY14 Q4, so FM engagement has been placed on hold pending the appointment of a new Controller.

The FM team could not meet regularly with the MOHSW, the Ministry of Education (MOE), GSA, NBC and NIC, though they continued to engage them through e-mails and telephone conversations. The

MOHSW and the GSA indicated that their normal activities have been greatly affected by the responsibilities related to the Ebola crises and are temporarily unavailable. The Comptroller of the MOE has indicated that USAID-GEMS will be informed when engagement can resume.

On Assets Management

The Building Management and Maintenance consultant's contract was curtailed after three months as the staff at GSA was no longer available due to their responsibilities for the Ebola response. The work is expected to resume when the situation improves.

GSA was designated as the Logistics Distribution Hub for the GOL and the majority of the institutional resources were committed to this effort. GSA recognized the specialized knowledge of the Assets Management team and decided to involve them in the national 'Logistics Cluster' coordinated by the MOHSW and the United Nations Office for Project Services (UNOPS).

The Assets Management team collaborated with the MOHSW and GSA to:

- Establish an Asset Data Collection Management System to monitor the influx of donated equipment and government seconded equipment for the Ebola response;
- Establish the Ebola Logistics Vehicle sub Committee, which includes GSA, USAID-GEMS and UNOPS Task Force, and assisted with developing a costing and plan for monitoring, tracking and maintaining vehicles used for the Ebola response;
- Consolidate all information on Ebola response vehicles and develop a comprehensive Ebola Fleet Registry, which was used as a basis to cost the fleet maintenance; and
- Develop a maintenance plan for power generators serving in the Ebola response.

On Procurement Management

- The USAID-GEMS Procurement Advisor assisted the MOHSW to finalize and sign agreements with the WHO, UNICEF, WFP and UNOPS for the procurement of medicine, laboratory equipment, food, sanitation facilities and ambulances. The GEMS team also assisted the MOHSW to process the procurement of items under funding provided by the World Bank's Ebola Response facility. The MOHSW made a standing request for USAID-GEMS assistance, should large scale procurements be required, as their Procurement Director was on leave.
- The USAID-GEMS ICT and Mobile Money teams began discussions with Lonestar Telecom Co. and MOF's Project Financial Management Unit to utilize mobile money to disburse Ebola hazard pay and other allowances to health and social workers.

On Concessions Management

- Central to USAID-GEMS Concessions Management objective is the implementation of a prototype for the National Concessions Cadastre at the NBC, MOA, the Forestry Development Authority (FDA), and the Environmental Protection Agency (EPA). The prototype provider is a South African company that prefers not to field staff until the EVD situation improves. This will delay the implementation of components where they need to be present until the 2nd Quarter of FY15.

On LIPA

- The Ebola crisis resulted in the closure of LIPA for classes in August 2014. LIPA lost some funding for operations and was uncertain when it would reopen, so it reduced operational hours to three days a week, four hours each day. USAID-GEMS adapted, reducing support to two full time professionals focused on mentoring and coaching LIPA leadership and trainers.
- GEMS procured computers and related IT equipment to improve LIPA's training environment. The Director General requested that it should not be deployed until LIPA returns to full operations, which is not expected until the 2nd Quarter of FY15.
- Much of the GEMS LIPA FY14 Quarter 4 work plan was postponed to accommodate the EVD response. With classes suspended and management involved with the Ebola Task Force, the key training elements of the LIPA FY15 work plan will likely not commence until the 2nd Quarter of FY15. However, mentoring support for the Director General and the Deputy Director Generals continues and this gives them more focused advice and guidance from the lead training advisor.
- The provision of professional qualified accounting instructors to LIPA as a pilot during FY14 was extremely successful. The Ebola crisis intervened, however. With all classes at LIPA and tertiary institutions cancelled, the GEMS accounting instructors have returned home temporarily. It was expected that they would return at the beginning of FY15 to provide intensified training for the November examinations. This will no longer happen, but the popular program will resume when feasible.

On Payment Systems

- A large number of health workers, burial teams, community educators and logistics teams began to be recruited to respond to the epidemic. Getting prompt payment to them is a challenge for which Mobile Money (mMoney) is well suited, as was proven by four USAID-GEMS pilots. The team is preparing TORs for implementing their enrollment and ensuring prompt, accurate payment.

On ICT

- USAID requested the ICT Advisor to support information gathering, analysis and review of the current state of ICT and requirements to facilitate recommendations for the provision of effective technology support to the Ebola response. He worked with all ICT stakeholders in Liberia and donors to draft an Ebola ICT strategy. He continues to support this effort as and when needed.
- The ICT Advisor is primarily supporting the Minister and Deputies in the MOPT to design implementation of key components of the ICT policy. Given his involvement with the Ebola response and the difficulty of fielding short-term technical assistance consultants (STTAs) to support the long-term work during the epidemic, some ongoing work is expected to be delayed until the FY15 Q2.

On Presidential Young Professionals (PYPs)

- In an effort to reduce person to person contact, the monthly Responsive Trainings for PYPs was suspended. The Ministry of Finance and Development Planning (MOFDP) also considered three of the PYPs non-essential and dismissed them to decongest offices until situation improves.

ACHIEVEMENTS

During FY14, USAID-GEMS advisors were guided by the approved work plan and actively provided technical assistance to all of the Wave I and Wave 2 MACs.

USAID-GEMS had implementation Memorandum of Understandings (MOU) with 14 MACs selected for assistance under Objective I. In FY14, USAID-GEMS was fully engaged with these MACs in their administrative support areas of financial management, human resources, assets and fleet management, and procurement management. The table below provides the listing of MACs supported under Objective I and the status of engagement.

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

USAID-GEMS support during FY14 yielded the following notable achievements, listed by project objectives:

Objective I—GOL Management Systems

- The ability of a MAC to produce timely and accurate financial reports depends on their capacity to utilize software systems such as the Integrated Financial Management Information System (IFMIS) or other systems. The GOL operates IFMIS in some MACs for some functions outside of the USAID-GEMS assistance package and USAID-GEMS supports MACs with simple tools and customized off-the-shelf software (often QuickBooks) to help produce accurate reports as MACs wait for IFMIS. One of the GEMS PMP indicators is the number of MACs producing financial reports using automated software packages.
- The GC, NIC, LIPA, and NBC produced their 2013/14 financial statements from QuickBooks, with GC and LIPA submitting their statements to the MOFDP within timeframe required. This is the second on-time submission for the GC and the first for LIPA.
- The MOE, MOYS, MOPT, MOA, GSA, FDA, EPA, and MOHSW prepared 2013/14 financial statements with USAID-GEMS-supported tools and from IFMIS, as well as Peachtree in the case of the EPA and ACCPAC software in the case of the MOHSW.
- 2013/14 annual financial statements from accounting transactions entered into QuickBooks by the GC and NIC served as a basis for their audit by the General Auditing Commission.
- The GC approved and implemented all the main procedures of its Financial Management Policies and Procedures manual and is now materially compliant with the public financial management (PFM) law. It is the first USAID-GEMS MAC to move into the “sustain” phase of financial management support and it no longer requires intensive technical guidance.
- The GEMS team worked with each MAC to develop Financial Management Policies and Procedures. Manuals were produced or are in the final stages of development for all MACs, with those of MOE and GC approved and implemented. The MACs now have a ready desktop manual to support the further implementation and sustainability of OJT provided.
- USAID-GEMS assisted in the development of a Merit Based Recruitment System (MBRS) process, with an accompanying procedural manual. The MBRS was approved by the President and the CSA began implementation with the issuance of a circular informing all MACs of the new process. CSA noted that the MBRS is being used effectively by several MACs.
- Employee Handbooks are in development or completed for eleven MACs. The EPA, GSA and NBC have approved and are implementing Employee Handbooks. Employees are now aware of what is expected of them and what they can expect from their employer.
- The GEMS team provided a consolidated and integrated establishment list for 14 MACs to the CSA with information on the substantive position/designation, the name of the MAC, number of the approved Establishment, number of staff at post and number of vacancies. CSA and the MACs can now monitor and manage the size and costs of personnel at these MACs.
- The implementation of the Job Classification for the GOL MACs began with a series of presentations on the approach to Job Classification and Manpower Hearings, the design of the process, and related instruments. Manpower Hearings began August 2014 and although the process was fraught with challenges and incomplete information from the MACs, it was the first

time the Liberian civil service has endeavored to manage the positions and numbers of civil servants in a methodical manner.

- Implementation of the devolved fleet component of the fleet management policy is complex and requires focus, dedication and a complete and thorough understanding and commitment from senior levels in Government. With competing priorities, implementation was put on hold by the GSA. USAID-GEMS has provided the GSA with all the necessary plans, documentation and processes to proceed when the GOL is ready.
- The GEMS Asset Management team organized extensive consultations with GSA and its stakeholders to provide input for the development of three documents, 'Real Property Recommendations', 'Building Management Guidelines' and 'Building Maintenance Guidelines'. For the first time there is a system which enables the GOL to monitor and manage real property under its control.
- Two key registers were developed during FY14: (1) a GOL 'owned' real property register was created to enable the GOL to have a comprehensive list of buildings and their disposition, and (2) a national register of all the 'Major Capital Assets' that include buildings, vehicles, generators, and motorcycles. These enable the GOL to know what they have, where it is located and its disposition. This was an important achievement, especially reducing loss of GOL assets due to a poorly managed disposal process.
- GEMS conducted several procurement trainings for procurement committee members and carried out ad hoc monitoring of the impact of these trainings. Recent observations have revealed that in a number of MACs, the committee members now attend meetings to deliberate on procurement proceedings, have a better understanding of their roles in the procurement process, and follow up on procurement processes.
- Feedback from the MACs on procurement end-user training was summarized in a comment from the MOE Acting Procurement Director who said:
"End-user departments no longer attach quotations to their requests for procurement, they now provide specifications for their request, understand their roles in the procurement process, and appropriately participate in bid evaluation processes."
- The "Handbook for Procurement Practitioners" was officially presented to stakeholders and practitioners for use. This incorporates the seven volumes of the USAID-GEMS-developed procurement manuals, providing guidance on Works, Health, Education, and ICT, along with the guidelines for consultancy services and non-consultancy services framework agreements. Framework contracting was a new concept that USAID-GEMS helped to introduce to PPCC.
- USAID-GEMS has emphasized to MACs the importance of proper documentation to demonstrate adherence to process and quality of methods used. In FY2013/14 the Procurement Documentation Assessment was repeated and compared with the FY2012/2013 Assessment. MACs were provided self-assessment forms to enable them to fully appreciate what should be in the files and recognize that they were responsible to maintain them. The documentation scores verified by USAID-GEMS ranged from 52.08% - 97.22% as against 10% - 80% for FY12/13. The FDA scored 97.22%. Although the GEMS PMP indicator, the number of MACs with over 90% score, was only partially reached, as only one MAC passed this year, these results reflect the

tremendous improvement in procurement documentation in the MACs assessed. It is now possible to verify and report on the quality of procurement processes carried out by the MACs and they have an added opportunity to see their scores compared with peers.

- USAID-GEMS has supported MACs to establish functional IT Units where IT Service Desks are critical elements. These desks were deployed along with familiarization and training, at GSA, MOF, MOHSW, NIC, CSA, NBC, and PPCC as a pilot exercise. This is an important USAID-GEMS PMP indicator. Four of these seven MACs could now be rated as having functional IT desk or incident management systems.
- The infrastructure component of the Wave 2 IT solutions can be summarized in the table below:

Activity	MOPT	FDA	MOYS	EPA	MOA	MOHSW	MOE
Install LAN / Wireless for OFM	✓	✓	✓	✓	✓		
Install LAN for All Staff					✓		
Deploy OFM File/App Server	✓	✓	✓	✓	✓		
Deploy New Laptops for Admin Support	✓	✓	✓	✓	✓	✓	
Install UPS for Core Network	✓	✓	✓	✓	✓		
Configure Shared Service for Entire OFM	✓	✓	✓	✓	✓		
Deploy Threat Management	✓	✓	✓	✓	✓	✓	
Install Anti-Virus	✓	✓	✓	✓	✓		
Install Printer and Scanner	✓	✓	✓	✓	✓	✓	

✓	New infrastructure/service being provided
✓	Augmentation of MAC's existing infrastructure
	MAC IT has support from another USAID project

- The provision of an IT infrastructure solution to support the needs of the core mission of LIPA was assessed as a critical requirement for performance improvement. GEMS procured 55 computers for LIPA for training, the computer lab and library, projectors for training presentations, photocopiers and printers for training material development and administrative purposes, and relevant software for operations. In addition, to address the challenge of compromised services due to frequent power outages, a power solution was developed and provided. LIPA requested that GEMS keep the equipment safe and install it when Ebola abates.
- The GEMS IT team installed and configured for LIPA an e-Library server application, based on KOHA-Open Source Integrated Library System, after which it provided support for the initial data population. The server, which provides access to LIPA Library resources from web-browsers, is hosted at USAID-GEMS until the institution resumes normal operations.

Objective 2—Institutional Capacity of LIPA Enhanced

- The FY14 support to LIPA focused on finalizing all the strategies, implementation plans, capacity building for management and trainers, and the provision of equipment and tools to work. The GEMS project strategy has been to work intensively building LIPA's capacity to design, manage and deliver improved quality training. Then the final two years are to focus on allowing LIPA to implement the agreed changes with only broad guidance from the technical assistants. These GEMS supported efforts enabled LIPA to offer a greater number of courses in FY14, thereby increasing revenues, but classes have been suspended temporarily in the second half of the year due to the Ebola epidemic.
- USAID-GEMS supported LIPA's collaboration with the Liberian Institute of Certified Public Accountants (LICPA) to establish the Liberia Accountancy Training Program (LATP) to build capacity of government employees in accounting by ensuring that they become qualified as Certified Public Accountants and Certified Accounting Technicians.
- Six candidates were presented for level 4 for the November 2013 Institute of Chartered Accountants, Ghana (ICAG) professional examinations. Four candidates passed all the subjects and became eligible for membership as Chartered Accountants or Certified Public Accountants. These successes and a 67% success rate for level 4 were unprecedented in Liberia. The performance at level 4 was well above the ICAG overall success rates recorded in November 2013 examinations in Ghana.
- The Accounting Technician Scheme of West Africa (ATSWA) examinations at level 3 had three candidates presented for the September 2013 examinations with one candidate successfully completing the program.
- At ATSWA level 1, ten candidates out of twenty that were presented passed all four papers, representing a pass rate of 50%. Ten of the candidates presented were females and six of them passed level 1.
- The results from examinations showed the LATP pilot to have been successful and established the case for dedicated professional accountants to train students in accounting and specifically for the examinations. It also proved that Liberians could train and pass the qualifying examinations in Liberia
- LIPA's Institutional Sustainability Plan 2014-2018 was developed and approved. In order to operationalize the Strategic Sustainability plan, USAID-GEMS supported 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 second training cycle. Progress has also been made in the review and development of course modules and session plans for new and existing courses. Nine out of a target of 13 courses were 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) senior management is now better able to manage the Enterprise Fund with a new tracking system.

- USAID-GEMS developed and implemented a client perception survey tool for use by patrons of LIPA's library services.
- LIPA implemented both the Marketing Communications Plan and Marketing and Branding Strategy. LIPA adopted a new logo, which is visible on all institutional products, including its 2014 Calendar, Stickers, and quarterly newsletter.
- USAID-GEMS provided support to develop LIPA's capacity to mainstream gender-responsive issues and concerns into training, research and consultancy programs, thereby contributing towards women's empowerment and access to local and national decision-making processes. The activity was delivered in collaboration with CSA and the Ministry of Gender and Development.
- The USAID-GEMS technical team has developed and delivered training in all of its functional areas, with and without LIPA involvement. Strategically, to establish sustainability for formal capacity building in the USAID-GEMS functional areas, the Curriculum Development Specialist and LIPA Training Team began the process of transferring training materials into usable LIPA course modules. Six courses have been developed in Asset Management and Procurement Management with the balance to be developed during FY15. These will be offered and delivered by LIPA.

Objective 3—GOL Institutions Using ICT More Effectively

- An e-government strategy was developed in collaboration with MOPT and following extensive consultations with MACs. The strategy presents an introduction to e-Government, the current state of e-Government environment, the strategy, governance structure, a roadmap and implementation plan. The e-Government strategy is an integral component of the overall GOL enterprise architecture.
- The USAID-GEMS IT team considered with MOPT a series of activities to initiate the short-term enterprise architecture action plan, improved standardization, increased interoperability between MACs. Synergies were thus created from a common framework generating cost savings and efficiencies. They agreed to validate the Enterprise Architecture design at the Liberia Revenue Authority (LRA).
- The USAID-GEMS IT/ICT team participated in a MOPT workshop aimed at educating stakeholders including Liberian Telecommunications Authority (LTA), LIBTELCO, ISPs and Telecoms Operators, on the benefits to Liberia of a locally-based Internet Exchange Point (IXP), and proposing a set of steps that would lead to the deployment of the IXP. A stakeholder steering committee was elected to implement these steps. USAID-GEMS has encouraged the development of the IXP, which is also key to the supply and development of locally hosted internet services, and for the development of GOL shared services. The workshop was sponsored by the African Union. The GOL has not moved forward with this initiative, however, USAID-GEMS has committed to providing its technical support to the MOPT and the Steering Committee, should it be required.

Objective 4—Management of National Resource Concessions

- USAID-GEMS supported the NBC in the developing templates for reporting indicators of concession activity. Stakeholder workshops were facilitated to gather input and validate the usefulness of the design for reporting indicators to ensure adequate reporting of concession operations. These are planned for pilot testing in FY15.
- A study was undertaken to determine the user requirements for the national concessions cadastre (NCC), prepare a conceptual systems design, draft an implementation plan, generate cost estimates for the system and prepare specifications for mapping that would be a central feature of the system. In the course of the study, it was determined that the user requirements demanded a more robust system than the NCC. The system capabilities were expanded and termed Concessions Information Management System (CIMS). Implementation in four phases over six years has been proposed. Phase I involves design and implementation of a prototype system to support basic concession-related functions in NBC, MOA, FDA and EPA.
- In FY 14, USAID-GEMS supported the NIC to establish a structured mechanism to address the opportunities offered through public-private partnerships (PPPs). Liberia's infrastructure needs -- water, electricity, telecommunications, and transportation -- all require significant investments well beyond the capacity of the GOL's budget. Public-private partnerships, often with concession holders, are considered one vehicle through which needed funds can be found for infrastructure development.
- A PPP policy was developed with accompanying guidelines and presented to Cabinet for consideration

Objective 5—Utilizing a National Payment System

- Policy and legal elements of this objective were completed as scheduled in FY14 and the expatriate advisor subcontract was completed. GEMS is proposing to extend assistance through the end of the project with a CCN team. It will encourage the full implementation of mobile technology to enroll and pay civil servants who choose to enroll. Teachers and health workers are prime candidates, especially in rural areas.
- Four USAID-GEMS mMoney pilots proved this method is efficient and cost-effective. In the last of these, the Central Bank of Liberia (CBL), MOE, CSA and the MOFDP agreed on a pilot that would pay the salaries of 59 teachers in Margibi County, who voluntarily signed up for mobile money payments and were vetted by CSA and the MOE. Salary payments for a six month pilot period via mobile money commenced in July 2014 and have been well received by the teachers.
- USAID-GEMS supported the CBL to revise the mMoney Regulations, which were approved by the Governors and immediately implemented. The development of the National mMoney Strategy has provided the CBL with the guidance they require to regulate the implementation of these initiatives.
- A revenue collection window at the Ministry of Lands, Mines and Energy was opened in FY14. This expanded to four the number of revenue windows USAID-GEMS supported. The other windows are at the Temple of Justice, National Archives and Roberts International Airport (RIA).

- The link provided by USAID-GEMS which enables the Automated System for Customs Data (ASYCUDA) and tax automation system (TAS) to reconcile revenues directly into the GOL's accounts on a daily basis has resulted in great improvements. Revenues from the Freeport of Monrovia (where the ASYCUDA/TAS link was established), Temple of Justice, and National Archives have seen a steady increase. The Freeport of Monrovia reports between US\$8 – 10 million monthly, while the Temple of Justice upwards of US\$10,000 monthly and the National Archives reported an increase from US\$2,000 to US\$19,000 in one month. These decentralized collection windows did not exist prior to the USAID-GEMS support.

Special Projects

- USAID-GEMS provided a Senior Economic Advisor to the Minister of Finance and Development Planning. This advisor assisted in the preparation and final editing of the second issue of the Annual Economic Review 2013, assisted in analyzing the impact of Ebola on the Liberian economy, participated in the preparation of a 'Post Ebola Economic Stabilization and Recovery Plan', and, through mentoring and coaching the MOFDP Macro Fiscal Analysis Unit (MFAU) economists, completed a research project called *The Doha agricultural trade liberalization: What are the implications for Sub-Saharan Africa?*, with a final report presented at the African Economic Research Consortium workshop in May, 2014.
- The President's Young Professionals Program (PYPP) inducted eleven members to the new PYPP Class V. Seven PYPs were posted to MOFDP Department of the Budget, while the other four were posted to the USAID-GEMS office for training in software for the NCC system. One of the PYPs, a female from Class IV, was selected as one of President Obama's Young African Leaders Initiative Fellows. Class IV graduates from the program in December 2014.
- An internal review of the performance of the program within the Department of the Budget (DOB) revealed that PYPs were very dedicated to the Budget process, were willing to work on weekends and holidays, and shared responsibilities from budget preparation to its finalization, enabling budget timelines to be achieved.

CHALLENGES

Providing technical assistance across 16 MACs and eleven technical areas presents various challenges. Some of the key challenges are as follows:

- Financial Management Policy and Procedures manuals have been developed for eleven MACs, however, only two have been reviewed and approved. It is uncertain why, despite all efforts, senior management has not reviewed the manuals for modification or approval. The MOA and MOHSW have internal control assessment review points which could be cleared if they approve the manuals.
- The GOL considered the implementation of the fleet management policy to be a viable approach to the reduction of operational costs, expansion of the private sector, and the achievement of their objective to focus on core business. The policy's three components, operational, donor and devolved fleet, presented varying degrees of complexity to implement. An STTA was provided to support the GSA to develop the necessary plans, documentation and processes for the devolved fleet policy. Key stakeholders in the private sector and GOL entities became aware of this policy in preparation for devolved fleet implementation. Due to the lack

of funding for the devolved fleet and difficulties associated with the retrieval of vehicles assigned to GOL personnel, the GSA placed implementation on hold. GSA has everything necessary to proceed when the GOL is ready.

- Procurement at the CSA continues to be a challenge as their procurement unit staff remain unavailable for scheduled and confirmed OJT sessions. When the staff are available, the necessary documentation and files are not made available for an effective OJT session. The trained procurement specialist at CSA is assigned to project procurement and not CSA regular procurements. NBC does not have a procurement officer or procurement unit.
- The provision of accounting instructors for the Liberia Accountancy Program was for a one year pilot to establish proof of concept and enable LIPA and the LICPA to develop a plan for its continuance. The plan has not been developed or agreed between the two parties and USAID-GEMS direct support has ended. The Lead Training Advisor will endeavor to support LIPA and LICPA with the development of a PPP concept proposal.
- An opportunity for MACs to utilize IT for improving efficiencies in work delivery is missed as the senior management of most MACs have not manifested any interest in utilizing technology for work processes, only word processing.
- The MOPT recognized the awareness and knowledge gap related to IT and ICT and established the Chief ICT Officer program, which was to place these officers within each MAC. There has been no financial commitment from the GOL to finance these positions in the last three GOL budgets, despite many efforts by the MOPT and encouragement by USAID-GEMS. The MOPT and LIPA have been provided with all of the requirements and training materials for this cadre of staff to enable them to move forward when the GOL is ready.
- In Mobile Money, the role of USAID-GEMS has been that of a facilitator for GOL entities, the MNOs and civil servants. Although seemingly convinced of the benefits of mobile money, the GOL has not taken full ownership of the process and there are concerns that it may not maintain the momentum without continued support. There would be a significant net savings to the GOL when mMoney is expanded to more employees currently paid by check; however, the establishment of a budget and requisite codes for this new expenditure type has not been forthcoming.

I. PROGRAM OVERVIEW

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

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

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

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

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

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

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

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

were completed in FY 14; some minimal assistance will be provided to encourage the full implementation of the use of mobile technology to pay civil servants in rural areas.

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

STRATEGIC APPROACH

USAID-GEMS assistance began in 2012 with selected MACs that have central management authority for GOL’s processes and procedures and that also provide support and strategic oversight in the technical and functional areas that USAID-GEMS seeks to improve, namely:

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

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

Performance improvement initiatives in these institutions, named as the “Wave I” counterparts, allow them to both better support and oversee other MACs. Within the CSA, GSA, PPCC, LIPA and NBC, each institution’s core functions also were assessed to gauge this capacity, in addition to the USAID-GEMS targeted functional areas of financial management, human resources management, procurement, and assets management. This approach allows USAID-GEMS to support the central management institutions in developing and implementing policies, procedures, and processes across the GOL in a consistent, structured, and accelerated manner. If requisite policies, procedures, and processes did not exist, USAID-GEMS provided the necessary support for their establishment. To improve management effectiveness and performance, USAID-GEMS also provided support with IT systems, equipment and technology.

During FY14, the third year of the project, USAID-GEMS continued its support to **six** additional GOL counterparts, called “Wave 2,” which included:

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

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

Three critical approaches are fundamental to USAID-GEMS project:

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

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

2. Proposing capacity building packages tailored to each target institution

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

Initial structured training and regular, structured on-the-job training is fundamental to the USAID-GEMS capacity-building approach. USAID-GEMS reviews targets contained in the MOUs periodically and modifications proposed as necessary.

3. Managing change and sustainability

A change management strategy underscores all USAID-GEMS interventions. Through senior management change management and measurement workshops, USAID-GEMS advisors assist the MAC in understanding the requirements for effective change and continuous improvement. The project provides support to develop change management teams within the MACs, as well as guidance on M&E tools and approaches for sustaining change initiatives.

II. PROGRAM ACHIEVEMENTS AND PERFORMANCE

ACHIEVEMENTS BY PROGRAM OBJECTIVES

Objective I: GOL Management Systems

This objective utilizes technical advisors, both expatriate and cooperating country nationals (CCNs), to support the GOL's efforts in improving the performance of administrative and management support areas of finance, human resources, procurement, assets, information technology, and monitoring and evaluation. The progress and achievements under this objective are provided below.

FINANCIAL MANAGEMENT

The USAID-GEMS Financial Management (FM) Team supports targeted MACs to become PFM Law compliant in Medium Term Expenditure Framework (MTEF) budgeting, accounting and reporting; cash and bank management; and internal control. The team was supported by one STTA, a Financial Management Consultant, for the development of Financial Management Policies and Procedures Manuals at the Ministry of Education, Ministry of Agriculture and Ministry of Health and Social Welfare.

By the end of FY14, the Integrated Financial Management System (IFMIS) was installed in seven project MACs, namely: Ministry of Education (MOE), Ministry of Health and Social Welfare (MOHSW), Ministry of Agriculture (MOA), Ministry of Youth and Sports (MOYS), Public Procurement and Concessions Commission (PPCC), General Services Agency (GSA), and the Civil Service Agency (CSA). Supplementary financial management tools were provided to process donor revenues and other revenues generated by the MAC that could not be entered directly into IFMIS.

The Public Financial Management Reform Coordination Unit (PFMRCU) approved USAID-GEMS to provide an interim accounting solution until the IFMIS roll-out to those MACs not on IFMIS. The Ministry of Post and Telecommunication (MOPT), Liberia Institute of Public Administration (LIPA), Governance Commission (GC), Forestry Development Authority (FDA), National Bureau of Concessions (NBC) and National Investment Commission (NIC) were provided QuickBooks accounting software. USAID-GEMS is supporting the Environmental Protection Agency (EPA) to implement Peachtree accounting software, which was operating at the agency prior to the project's involvement. Training in QuickBooks was provided at LIPA for the relevant staff of MACs. The interim accounting software offers staff an opportunity to become familiar with an automated system and allow enables the MAC to comply with the PFM law.

Wave 2 MACs were provided with business processes and tools to assist them to adhere to the PFM Act and international good practice. These business processes and tools include updated processes for cash and bank management as well as cash disbursement. Templates for bank reconciliation, petty cash reimbursement and cash disbursement were provided. Support to Wave I GOL partners continued with guidance to institutionalize and sustain the various business processes and financial management systems put in place. The GC, NIC, LIPA, and NBC have shown great improvements in the utilization of QuickBooks to record transactions and to create financial reports. The GC and LIPA submitted their annual financial statements to the MOFDP within time frame required using accounting data from QuickBooks. This is the second on time submission for the GC and the first for LIPA. A process was developed for the MOA to control and report on donor-funded projects and the procurement payment

process at the EPA was updated with new forms, improved internal controls and accounting on the Peachtree software.

Sustainability of the financial management assistance provided to the MACs, largely depends on the ability of the MOFDP to monitor the quality of the periodic financial reports and improve the quality of budgets. In the Q4 FY14, preliminary discussions began with senior management of the Department of Budget, the PFMRCU and the Controller General to identify their priority areas where USAID-GEMS advisors may assist.

Activities and Accomplishments

MTEF Budget Formulation and Execution

MACs were assisted in development of budget formulation spreadsheets to support costing of strategic priorities, analyze funding scenarios, and consolidate all projects and sources of funds into the comprehensive agency three-year budget. This has allowed MAC management to view all sources and uses of funds in one comprehensive budget and enables to effectively monitor their budget by line item. The spreadsheet also provides a snapshot of their budget performance.

The FM team continues to work closely with the Department of the Budget to complement budget training at MACs. In response to a request from MACs, budget training materials were developed with the DOB for use during the next budget cycle.

The MTEF budget process was supported with a presentation of “Introduction to MTEF Budgeting” to Finance Officers, County Health Officers, Medical Directors, Hospital Administrators, Internal Auditors, and other key staff of the Ministry of Health and Social Welfare’s Central Office and County Health Offices from the fifteen counties, at a Financial Management Capacity Building workshop sponsored by the MOHSW.

PFM Law Compliant Accounting, Financial Reporting and Cash/Bank Account Management

The efficiency of non-IFMIS MACs was enhanced through formal and hands-on training at LIPA in various modules of the QuickBooks accounting software. Training was provided to fiscal officers of: FDA, MOPT, NBC, LIPA, NIC, GC and PPCC. Most of the trainees were from the Wave I MACs, since there were new fiscal officers in these MACs. The interim accounting software has enabled these MACs to perform month-end and year-end closing and timely preparation of financial reports as required by the PFM Law and its related Regulations.

Wave I MACs utilizing the QuickBooks accounting software for their accounting and reporting processes have continued to be assisted. The GC and NIC was able to produce 2013 annual financial statements from accounting transactions entered into QuickBooks, which served as a basis for their audit by the General Auditing Commission. Also, the LIPA and NBC were able to produce their 2013/2014 financial statements from QuickBooks. MOE, MOYS, MOPT, MOA, GSA, FDA, EPA, and MOHSW have submitted their 2013/14 financial statements. These agencies were aided by USAID-GEMS tools and from IFMIS, as well as Peachtree in the case of the EPA and ACCPAC in the case of the MOHSW.

The GC has approved and implemented all the main procedures of their Financial Management Policies and Procedures manual. It is now materially compliant with the PFM law and is in the “sustain” phase of our support. The GC no longer requires intensive technical support but does require continued support

to ensure the finance staff becomes proficient using their new tools to ensure the performance improvements are sustained.

The MOHSW utilizes the ACCPAC accounting software along with IFMIS, resulting in the best accounting and reporting system of the USAID-GEMS MACs. They were assisted in the design of an improved Payment Voucher template, General Journal Voucher template, and Bank Reconciliation template to eliminate the hand-written processes. These templates help eliminate hand-written adjustments on bank reconciliations and errors in creating hand-written payment vouchers general journal vouchers.

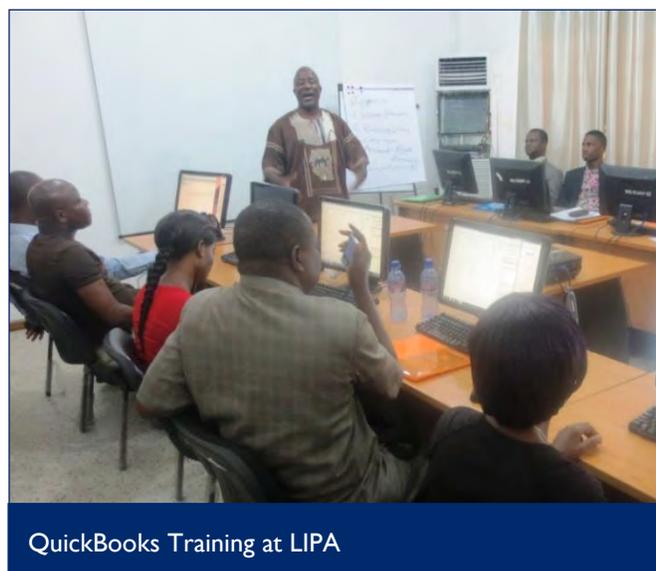
Support continued to ensure PFM cash and bank procedures, as well as reconciliation tools, developed and shared with the Wave 1 MACs, were utilized. These procedures and tools were customized and shared with Wave 2 MACs. The MACs utilize these tools to perform timely bank reconciliations, especially in the case of the MOYS and the FDA, which indicated that the tools presented to them have helped them bring their bank reconciliations up to date.

Progress was made with MACs to produce computer-generated financial statements and reports including the following:

- Introduced bank reconciliation and operational ledger templates to MOYS, FDA, MOE, and MOPT, along with the Integrated Financial Management Information System (IPSAS) reporting template.
- Introduced spreadsheets to MOA for the creation of comprehensive financial reports, which reflect all funding received by the MOA, including donor funding. The MOA was assisted to produce their GOL FY13/14 Q2, Q3 and annual IPSAS financial and budget execution reports. A procedure was developed to ensure donor project accountants provide financial information to the Controller quarterly to enable preparation of comprehensive financial reports.
- The MOA, MOE, and MOYS use USAID-GEMS to track donor project funding and prepare financial reports. The reports enable MAC management to understand their true financial position, which policy objectives are funded, and which are not. They support improved budget planning also, as unfunded policy objectives can be identified. This reinforces the GOL objective of planning and utilizing all sources of funds in a coordinated manner to support policy objectives.
- FDA approved their Chart of Accounts and these have been uploaded into the QuickBooks accounting software.

Audits and Internal Controls

Internal auditors of Wave 1 and Wave 2 MACs were trained in QuickBooks accounting software to ensure that they are aware of and understand the interim financial management



systems the FM team has supported in the MACs.

The review of business processes for Wave 1 and Wave 2 MACs was undertaken to ensure uniformed policies and procedures for agency-specific manuals.

Agency-specific Financial Management Policies and Procedures manuals were developed or are in the final stages of development for all MACs, with those of MOE and GC approved and implemented. Final approval and implementation of the manuals is a priority of the FM Team in the coming months. The manuals are consistent with the PFM Law and its related Regulations as well as the overarching Financial Management manual of the Comptroller Accountant-General.

Status of Financial Management Policies & Procedures Manuals

MAC	Status
MOE	Approved by MAC
GC	Approved by MAC
MOHSW	Currently being reviewed by MAC
MOA	Currently being reviewed by MAC
LIPA	Currently being reviewed by MAC
CSA	Currently being reviewed by MAC
PPCC	Currently being reviewed by MAC
EPA	Currently being reviewed by MAC
MOPT	Currently being reviewed by MAC
MOYS	Currently being reviewed by MAC
GSA	Currently being reviewed by MAC
FDA	Currently being developed
NIC	Currently being developed
NBC	Currently being developed

M&E for Financial Management

A “Quarterly Financial Management Performance Report” template was created and introduced to all MACs. The report collects data that is useful to determine progress on project indicators and for the MAC management and Change Management Committee. The report identifies areas where performance is strong and areas where improvement is needed.

Organizational Structure, Job Descriptions and Training

USAID-GEMS continued to work closely with the finance team of both Wave 1 and Wave 2 MACs to ensure that their organizational structure and job descriptions conform to the segregation of duties business processes required by the PFM Law and its related Regulations. At the GC and PPCC, the organizational structures of the finance departments have been updated. At the PPCC, new job descriptions for the finance team were adopted and staff responsibilities aligned. Draft job descriptions

for the GC were developed and staff are working per the new descriptions, although they have not been formally adopted.

Impact of Ebola Crisis on Financial Management

The onset of the Ebola crisis has reduced the availability of counterparts and in some cases reduced the importance of implementing performance improvements. Some MACs are experiencing serious budget reductions and are unable to fund essential operating expenses such as diesel fuel. The FM team continued to provide technical assistance to the MACs based on staff availability and varied official work schedules.

Some MACs indicated that due to the PFMRCU working at less than 50% capacity, they were not receiving the necessary information and support from the PFMRCU in a timely manner to produce their FY2013/2014 financial statements. The effect of the crisis on the FM team's support has been quite different across MACs, with technical assistance provided based on staff availability. The PPCC finance team has suspended collaboration. A new Executive Director was appointed and immediately assigned to head the Ebola Task Force and therefore has not taken up his post. Support to the GC and EPA continue uninterrupted, although their finance systems are well advanced. The MOA Controller recently resigned and FM engagement is on hold pending the appointment of a new Controller and a resumption of USAID administrative support activities.

The FM team could not meet regularly with the MOHSW, MOE, GSA, NBC and the NIC but continued to engage them through e-mails and telephone conversations. The MOHSW and the GSA indicated that their normal activities have been greatly affected by the responsibilities related to the Ebola crises. The Comptroller of the MOE has indicated that USAID-GEMS will be informed when re-engagement can begin.

HUMAN RESOURCES

The CSA, with overall responsibility for the management of civil servants, has prioritized the development of systems and procedures which will improve the quality of staff. The USAID-GEMS HR Advisory team continued close collaboration with the CSA to develop and implement policies, procedures and systems to achieve their objectives. The team expanded its assistance to all of the USAID-GEMS targeted MACs, developed a merit based recruitment process for the CSA and further refined the procedures for CSA's Performance Management System (PMS) which was developed in FY13. The capacity of HR professionals was strengthened in the MACs to manage human resource information and they were train in the implementation of the PMS system and Merit Based Recruitment & Selection (MBRS) processes. Employee Handbooks were developed for the MACs and support to the CSA in regularizing pay grades and responsibilities for civil servants.

The GEMS HR Team worked closely with the CSA administrative support and core staff to provide technical advice on a range of HR issues. Implementation of HR activities was slowed in the second half of FY14 due to the transitioning off the project of several staff.



HR Performance Management Training
CSA Director Lovetta Sendolo and
Participant

The HR team was supported by one STTA, a pay grading advisor.

Activities and Accomplishments

CSA Performance Management System

The Civil Service Performance Management System was developed with the CSA during FY 13. The process of piloting the system resulted in the need for further refinement and the development of user-friendly processes with tools. In collaboration with the Management Services Directorate of the CSA and HR Directors of MACs, the associated forms were simplified and a handbook for supervisors developed. The handbook provides guidance in the use of the forms and steps involved in implementing the Civil Service PMS Cycle.

The strategy for implementing PMS initially focused on capacity building for MAC HR staff, as the main facilitators of the PMS process. Structured OJT training for MAC HR teams around train-the-trainer, has provided the capacity to MAC HR staff to lead the training of supervisors within the MAC. This was particularly important for those MACs with the majority of their staff in the counties. The next phase introduced Executive Management of the MACs to the PMS and endeavored to develop leadership understanding and commitment to outcomes. Following the introduction to Executive Management, the HR Team worked with the MAC HR Directorate to conduct training for Supervisors.

Intensive training was conducted for 30 HR Directors and complemented by OJT for the individual MACs during weekly HR visits. HR Directors & Supervisory staff have the knowledge, in-depth and hands-on experience to use the PMS instruments. The beneficiary training has increased confidence levels and acceptability of the newly-introduced PMS.

Initial implementation of the PMS began with the piloting of a staff self-assessment at the GC. The focus of FY15 activities will be the implementation of the PMS in target MACs.

Merit Based Recruitment & Selection

The Civil Service determined that recruitment based on merit instead of patronage was necessary if the PMS was to be effectively implemented. USAID-GEMS assisted in the development of a MBRS process, with an accompanying procedural manual. The HR team worked collaboratively with HR Directors to have these reviewed and approved by MAC senior management. The MBRS was approved by the President and the CSA began implementation with the issuance of a circular informing all MACs of the new process.

USAID-GEMS and CSA teams rolled out the MBRS to the participating MACs through a training program. Training began with MAC Human Resources Management (HRM) staff and then to managers to create awareness of the processes and their roles and responsibilities in implementing the MBRS and ongoing performance management of staff.

We are advised by the CSA that the MBRS is being used effectively by several MACs.

Employee Handbook

The Employee Handbook is a comprehensive and integrated manual to provide all employees with clear policies and procedures to guide behavior in the workplace and summarize benefits of the employees. It is intended to complement the Civic Service Standing Orders published by the CSA.

As institutional size and structures differ, it was necessary to customize the Employee Handbook for each MAC. The status of these Employee Handbooks is as follows.

MAC	Status
EPA	Approved by MAC
GSA	Approved by MAC
NBC	Approved by MAC
NIC	Complete, being reviewed by management
LIPA	Complete, being reviewed by management
MOPT	Currently being developed
GC	Currently being developed
MOYS	Currently being developed
CSA	Currently being developed
PPCC	Currently being developed
MOA	Currently being developed
FDA	Not Yet Started
MOHSW	Being Developed by Another USAID Project
MOE	Being Developed by Another USAID Project

Building Capacity of HR Units

Structured support was provided to the CSA and MACs to improve their ability to manage HR administrative processes. 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. An employee file review and file organization was completed for 10 of the 13 MACs with the HR staff to enable them to determine the completeness of the HR records. Guidance and assistance was provided to update employee files to ensure required HR documentation is in place.



Group Discussion at HR Workshop

An employee file checklist was developed to enable them to maintain the files and prepare new ones as appropriate. USAID-GEMS assisted MAC HR record keeping staff with personnel filing and records management. Two four-drawer filing cabinets and five boxes of A4 hanging folders and manila folders and tags were delivered to 13 MACs for HR record keeping. During the weekly visits to each MAC, file audits of personnel files are conducted to evaluate the impact of the training and OJT.

These initiatives have provided HR staff in these MACs the basic knowledge of the requirements of a personnel file and are building auditable HR records.

Staff planning and budgeting is a key component of HR management. The HR team supported CSA in the preparation and delivery of a Human Resource Planning and Budgeting Workshop for HR Directors.

This process will enable the preparation of more realistic staffing budgets for the FY 15/16 budget, using the FY 14/15 budget as a basis.

Pay Grading

The Pay Grading Advisor is embedded in the CSA with responsibility for assisting them to develop the HR management documentation and processes which would enable them to implement the medium term pay reform. The Advisor worked closely with the Director of the Employment Directorate and four Occupational Analysts assigned to work with him. The Analysts receive on-the-job training in the Pay and Grading process to enable them to sustain the processes.

Human Resource Planning (HRP) data was gathered and collated from the personnel listings of 14 MACs by the Analysts for the development of the Establishment lists and rationalization of job titles. The information was used to constitute the HRP baseline for future activities related to Pay Grading.

A consolidated and integrated establishment list for the GOL was submitted to the CSA for those MACs completed. The consolidated and integrated establishment list provided the following information:

- The substantive position/designation;
- Name of the Ministry/Agency/Commission;
- Number of approved Establishment;
- Number of Staff at Post;
- Number of vacancies.

The information from the list was used to develop Job Families (Core and Generic Job Titles) for the Civil Service. The information also supported the development of standard job descriptions, staff planning and budgeting, defined career structures to attract and retain qualified personnel, staffing requirements, etc.

HR technical advice was provided to working groups within the civil and public sector in support of the CSA. Advice was provided on the formation of the Ministry of Finance and Development Planning and the Liberian Revenue Authority. Technical advice was also provided to the Governance Commission on the status of ten Management and Functional Reviews (MFRs) following the review of these documents which were produced by the GC and CSA and expected to be used as the basis for reforming the relevant institutions.

Work began to assist the CSA with the development of a Nominal Roll as a guide to pay grading. The nominal roll contains details or information/particulars of all personnel working for the entity, whether they are paid or not paid by the institution and whether they are full time or part time employees, consultants or contractors. The nominal roll information is important in pay grading as it provides information on the positions the entity uses to deliver their mandate.

The HR Advisor began the implementation of the Job Classification for the GOL MACs. A Series of Presentations on the approach to Job Classification and Manpower Hearings were undertaken for various staff, stakeholders and members of Cabinet presided over by the President of the Republic of Liberia.

The Cabinet and her Excellency, the President of Liberia, endorsed the establishment of Manpower Hearings and instructed the CSA to undertake the hearings and grade or classify the jobs in all the MACs beginning with the CSA and Ministry of Finance and Development Planning. The Advisor designed the process with related instruments. The CSA commenced the Manpower Hearing in August 2014 reviewing the staff proposed in the FY 14/15 budget with the MACs. Although the process was fraught with challenges and incomplete information from the MACs, this is the first time the Liberian civil service has endeavored to manage the positions and numbers of civil servants in a methodical manner. It has become a part of the CSA budget process and support to the MACs will be provided in FY 15 to assist them in manpower planning.

ASSETS MANAGEMENT

The Assets Management team has five primary areas of focus; assets, fleet, real property management, asset disposal and maintenance. Assistance to GOLs Assets Management entity, GSA, expanded to include real property management, maintenance and asset disposal. Support continued to train GSA coordinators, located within MACs and county offices, in real property, fleet management, asset data collection, coding, asset operation and maintenance. Whilst steady progress was made in processes, procedures, capacity building and participation, these activities halted in Q4 due to the Ebola crisis, as GSA becoming the Logistical Distribution hub for the GOL.

Assets management was supported by three STTAs during FY14: (1) a fleet policy consultant, (2) an assets management software analyst, and (3) a building management and maintenance specialist.

Activities and Accomplishments

Support to GSA

In FY 12 the GOL requested assistance from USAID-GEMS for the development of a fleet management policy, considering the Rwandan model, with the objective to reduce the size of Government fleet. The policy addressed devolving GOL vehicles, donated vehicles and operational vehicles. In collaboration with the GSA, the policy was developed and approved by the Cabinet in FY13. In FY14, an STTA was provided to assist the GSA in the development of a detailed implementation plan for the devolved vehicle component and create awareness to public and private sector stakeholders on the requirements for its effective implementation. The assets management team also continued with its ongoing technical assistance in the area operational fleet.

Fleet Policy Implementation

The fleet policy implementation plan was developed with extensive dialogue and input from GOL stakeholders through a fleet policy committee. The committee's plan created awareness and received endorsements by key stakeholders including MACs, banks, insurance companies and vehicle dealerships.

A gradual introduction of the policy was agreed with the initial step of outsourcing general civil service staff transportation across the GOL, thereby eliminating staff buses. The availability of adequate mass transport vehicles and the cost of service resulted in outsourcing not being financially beneficial to the GOL at this time. Some excellent work was by done in terms of costing of the current arrangements and a better understanding of the GOL commitment in this area.

Implementation of the devolved fleet component of the policy is complex and requires focus, dedication and a complete and thorough understanding and commitment from senior levels in Government. Implementation of the devolved fleet component was put on hold by the GSA, as the funding for the

policy and approach to removal of existing vehicles from personal use required more time. USAID-GEMS has provided the GSA with all the necessary plans, documentation and processes to proceed when the GOL is ready.

Assets and Buildings

Extensive consultations with GSA stakeholders were held to provide input for the development of three documents, 'Real Property Recommendations', 'Building Management Guidelines and 'Building Maintenance Guidelines'. These will, for the first time, provide a system which will enable the GOL to monitor and manage real property under its control. Additionally, a management and maintenance guideline for all major capital assets was completed. While awaiting formal approval by GSA, the vehicles components have been implemented by the MACs.

Two key registers were developed during FY14 (1) a GOL 'Owned' Real Property register was created to enable the GOL to have a comprehensive list of buildings and their disposition and (2) a National Register of all the 'Major Capital Assets' which includes Buildings, Vehicles, Generators, and Motor Cycles. These enable the GOL to know what they have, where it is located and its disposition. They provide information useful for scheduled maintenance and replacement, which impact annual budgeting.

An 'Asset Disposal Guideline' was developed for review by GOL stakeholders.

Support to MACs

The effective management of assets, fleet and real property rest primarily with the MACs. The staff undertaking these responsibilities, at the day to day level, are primarily be very junior, non/semi-skilled and marginally literate. Training and capacity building for these staff require repetitive trainings and simple manuals.



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

USAID-GEMS completed the formulation of four asset management data collection training modules with all the related documentation. With GSA, intensive training was provided for GSA coordinators from around the country on assets and fleet management and the agreed coding regularized system.

Extensive and specialized OJT was developed for fleet, assets and maintenance personnel aimed to assist them in implementing the appropriate processes and procedures that would reduce GOL expenditures and extend asset life. All MACs are aware of their responsibilities and the benefit of good asset management to track, maintain and operate assets. Most are keeping records utilizing a tool provided by USAID-GEMS for this purpose. The training and processes have enabled GSA coordinators to quickly assess the status of assets and fleet in their assigned MACs. This allows them to assist and provides the ability to pass on information to the GSA for inclusion onto the GOL Central Asset Register.

Impact of Ebola Crisis on Assets Management

The Building Management and Maintenance STTA's contract was curtailed after three months as the staff at GSA was no longer available due to their responsibilities for the Ebola response. The work may recommence when the situation improves.

GSA has been designated as the Logistics Distribution Hub for the GOL and the majority of the institutional resources have been committed to this effort. Recognizing the specialized knowledge of the Assets Management team, the GSA has involved them in the national 'Logistics Cluster' coordinated by the MOHSW and UNOPS.

The team has collaborated with the MOHSW and/or GSA to:

- Establish an Asset Data Collection Management Systems to monitor the influx of donated equipment and government seconded equipment;
- Establish the Ebola Logistics Vehicle sub-Committee, which includes UNOPS, GSA, Task Force and USAID- GEMS, and assisted with developing a costing and plan for monitoring, tracking and maintaining vehicles used for the Ebola response;
- Consolidate all information on Ebola response vehicles and develop a comprehensive Ebola Fleet Registry, which was used as a basis to cost the fleet maintenance; and
- Develop a maintenance plan for Ebola response generators.

PROCUREMENT

The Procurement Advisory team's objective is to support the PPCC in its role as GOL procurement regulator, responsible for ensuring the economic and efficient use of public funds in public procurement and build the capacity of the targeted MACs to plan and initiate procurements in compliance with the Public Procurement and Concessions Act.

The Procurement area was supported by one STTA, a procurement consultant, for the development of a database of common use items for PPCC.

Activities and Accomplishments

Training

Procurement that is transparent and provides value for money for the GOL is largely dependent on those involved in the procurement process. To increase the knowledge and awareness of the procurement responsibilities of those outside the procurement unit, the team conducted trainings within each MAC with various groupings.

One day workshops on "Procurement for Procurement Committee Members" were delivered for each of thirteen MACs: PPCC, MOA, GC, MOE, EPA, FDA, GSA, CSA, MOPT, MOYS, NIC, NBC and LIPA. The session for MOH could not take place because the Ministry was dealing with an industrial action and the outbreak of the Ebola virus. Unfortunately, the senior management of the MACs did not attend, although these MAC focused trainings were targeted at them. Monitoring of the impact of training revealed that procurement committee members now attend meetings to deliberate on procurement proceedings, they have a better understanding of their roles in the procurement process and follow up on procurement processes.

An additional one day workshop on “Procurement for Procurement End-users” was conducted for each of ten MACs: PPCC, MOE, FDA, GSA, CSA, MOPT, MOYS, NIC, LIPA, GC and EPA. The sessions focused on procurement planning, needs identification, specification writing, bid evaluation and contract monitoring. Attendance was overwhelming, with average attendance of 18, including heads of departments and technical staff participating. Feedback from the MACs was summarized in a comment from the MOE Acting Procurement Director who said:

“End-user departments no longer attach quotations to their requests for procurement, they now provide specifications for their request, understand their roles in the procurement process, and appropriately participate in bid evaluation processes.”

Procurement Plan Update

MACs were assisted to update procurement plans for 2013/14 and produce reports on procurement carried out in GOL’s 2012/13 financial year during regular OJT. This was the first ever report generated by the MACs.

The Ebola outbreak negatively impacted the review of FY13/14 procurement plans. Many entities functioned with reduced staff and only seven of the fourteen MACs submitted updated procurement plans, of which five were verified and found to be consistent. The Procurement team expects to follow up with the remaining eight to assist them, if necessary, to update the procurement plans. NBC has no procurement officer in place.

Support to PPCC

USAID-GEMS participated in PPCC stakeholder consultations on the revised Procurement Regulations. The Handbook for Procurement Practitioners, which incorporated the six (6) volumes of the USAID-GEMS developed procurement manuals and guides on Works, Health, Education, and ICT, along with the guidelines for Consultancy services, Non Consultancy Services, Framework Agreements were officially presented to stakeholders and practitioners for use. The procurement team supported the PPCC to formally present Framework Contracting for use within the public sector. This contracting approach was accepted by the PPCC and endorsed by stakeholders.

A database of common use items was developed which provided indicative prices for use by the PPCC in providing guidance to MACs. The use of the database was accepted by the PPCC and posted on their website. It is envisaged that procurement practitioners will access the website and be guided in procurement planning and competitive bidding by the listings.

Support to MACs

Developing an understanding of the need for structured procurement documentation would be more difficult if practitioners are not provided with tools and assistance to create the documentation. Filing cabinets and folders were provided to all the USAID-GEMS MACs with the exception of NBC, which does not have a procurement unit. OJT was provided on filing documentation and the importance of a procurement audit trail. MACs were assisted to organize contracts awarded and procurements in FY12/13 and file them with the supporting documents.

Monitoring and Evaluation of Procurement

A Procurement Documentation Review Analysis Sheet was developed for use in the review of procurement documentation and processes in each entity. Documents in the files were assessed against a set of required procurement documentation.

In FY2012/13 the average percentage of documents observed ranged from 10% to 80.5%, with the average score of 55.1%. The documents missing from the files included: (i) Bidding documents; (ii) Evaluation reports; (iii) Minutes of bid opening; (iv) Contracts and LPOs; (v) Debriefing of unsuccessful bidders; (vi) Store Delivery Notes; (vii) Payment advice and (viii) Report on service provider performance.

In FY2013/14 the Procurement Documentation Review Analysis was repeated, however, the MACs were provided with self-assessment forms. This enabled them to fully appreciate what should be in the files and recognize that they were responsible to maintain them. The Procurement team received and verified the self-assessment forms of 10 MACs on the quality of procurement documentation. These MACs were LIPA, MOA, MOHSW, EPA, GC, GSA, MOPT, MOE, FDA and PPCC. Of the ten MACs, the average score was 70.7% as compared to 55.1% in FY12/13.

The documentation scores ranged from 52.08% - 97.22% as against 10% - 80% for FY12/13. One MAC, FDA, scored 97.22%. These results reflect the tremendous improvement in procurement documentation in the MACs assessed.

With improved documentation, it is now possible to verify and report on the quality of procurement processes carried out by the MACs. In FY15 the Procurement team will assist the PPCC to develop and institutionalize a comprehensive procurement performance monitoring system. This will measure adherence to process (documentation), adherence to correct methods, quality of approval processes (procurement plan, bidding documents, evaluation panel and evaluation recommendation report) and contract execution at whatever stage assessment is done for timeliness and quality.

Impact of Ebola Crisis on Procurement

The Procurement Advisor assisted the MOHSW to finalize and sign agreements with the WHO, UNICEF, WFP and UNOPS for the procurement of medicines, laboratory equipment, food, sanitation facilities and ambulances. The MOHSW was also supported to process the procurement of items under funding provided by the World Bank's Ebola Response facility.

Together with the USAID-GEMS IT and Mobile Money teams, discussions were initiated with Lonestar and MOF's Project Financial Management Unit to utilize mobile money to disburse Ebola hazard and other allowances to health and social workers.

INFORMATION TECHNOLOGY

The Information Technology (IT) Advisory team provides guidance and support on the technologies and systems required to support performance improvement activities at the targeted MACs. It seeks to achieve this by primarily providing support to the USAID-GEMS Objective 1 functional areas in their plans to use information technologies to achieve performance improvements and develop the capacity of the IT units within the MACs to deliver effective services to their institutions.

IT support ensures that MACs have the foundational infrastructure necessary to host the IT services required to support performance improvements, supports them to both understand GOL's plans to deploy IT to achieve its development objectives, and in turn to inform the ongoing development and implementation of these plans and provides guidance and support to the advisory teams working in the Objectives 2-5.

Activities and Accomplishments

IT Service Management

ITIL Foundational training was completed for Wave 1 and 2 MACs, and agreement reached on a roadmap and methods for ITIL's staged implementation in the MACs. The free, open-source, osTicket (osTicket.com) application was selected as the preferred IT Service-Desk platform. In January 2014, IT Service Desks were deployed along with familiarization and training, at GSA, MOF, MOHSW, NIC, CSA, NBC, and PPCC as a pilot exercise.

Support for IT Infrastructure & Capacity Development

On-site support and OJT was provided to IT units at Wave 1 and Wave 2 MACs to ensure their IT platforms were operating effectively, financial management and other applications were available, and staff were able to perform their duties. OJT was provided on-demand as well as proactively, and included ad-hoc tasks such as assisting MACs to configure internet from one provider to another, replace faulty motherboards of user computers, develop terms of reference (TORs) for internet solution providers, QuickBooks troubleshoot, repair damaged Cyberoam, replace the main circuit of their UPS, and setup QuickBooks and file sharing interim solution in the case of power failure. The team also facilitated the repair and recovery of a MOHSW core financial server, which was inoperable.

Peer-to-peer learning and feedback opportunities were provided to IT staff on their experience with IT platforms, address knowledge gaps, and brief on future plans. Two knowledge sharing workshop were held for Wave 1 institutions and another was held with representatives of Wave 2 MACs in preparation for the roll-out of the Standard IT Solution Packs.

Twelve selected IT staff from the MACs, who satisfactorily completed the Systems and Network Administration Training course during FY13 and were assessed as being suitable candidates for international Microsoft Certified Solutions Associate (MCSA) certification. These candidates were given additional training to prepare for the certification exams. Eight of these candidates passed 2 out of the 3 exams, although none has yet achieved MCSA certification. The training and subsequent certification provides the basis for sustainability of the IT platform deployed in the MACs, while enabling the staff to acquire new knowledge and skill.

Improvements to the IT Infrastructure Platform

Interim data backup solutions were implemented at all Wave 1 MACs to ensure the ongoing integrity of a safe and sound ICT platform for financial management. The master plan considers that MACs will be integrated with a GOL mini-Shared Service Centre, which will provide services that include automated off-site redundancy and backups. Until this is completed the interim backup solutions provide the necessary data security.

A wireless internet solution, providing either core or extended internet services to client MACs under the control of the Unified Threat Management (UTM) system, was designed, tested, and deployed at NBC, GC and PPCC. This solution was designed to provide more affordable internet bandwidth to MACs than those typically offered by service providers, and which were unaffordable. NBC Internet spending reduced by more than half after migrating from an individualized solution to a centralized wireless internet solution controlled by the UTM system.

IT Solution Packs for Wave 2 institutions

The infrastructure component of the Wave 2 IT solutions can be summarized in the table below:

Activity	MOPT	FDA	MOYS	EPA	MOA	MOHSW	MOE
Install LAN / Wireless for OFM	✓	✓	✓	✓	✓		
Install LAN for All Staff					✓		
Deploy OFM File/App Server	✓	✓	✓	✓	✓		
Deploy New Laptops for Admin Support	✓	✓	✓	✓	✓	✓	
Install UPS for Core Network	✓	✓	✓	✓	✓		
Configure Shared Service for Entire OFM	✓	✓	✓	✓	✓		
Deploy Threat Management	✓	✓	✓	✓	✓	✓	
Install Anti-Virus	✓	✓	✓	✓	✓		
Install Printer and Scanner	✓	✓	✓	✓	✓	✓	

✓	New infrastructure/service being provided
✓	Augmentation of MAC's existing infrastructure
	MAC IT has support from another USAID project

The IT assessment of Wave 2 MACs and lessons learned from IT solutions provided to Wave 1 institutions enabled the design of IT infrastructure solution packs for each MAC. The core goal was a safe and sound platform for financial management, while providing surplus capacity and extendibility to support other functional areas of their operation.

Support to LIPA and USAID-GEMS Training functional unit:

LIPA IT Infrastructure and Systems to Support Core Mission

The provision of an IT infrastructure solution to support the needs of the core mission of LIPA was assessed as a critical requirement for performance improvement. In addition, to address the challenge of compromised services due to frequent power outages, a power solution was developed and provided.

The LIPA infrastructure solution pack is summarized in the table below:

Item/ Description	Quantity	Purpose
Trainer Laptop	15	Professional and Development laptop for Trainers
Laptop	25	For LIPA new Computer Lab
Chromebook	10	For the Library
Projector	5	For Lecture Presentation
Large Photocopier	2	Cost effective production of training material
Enterprise Printer	2	For Library and Admin office
Work Group Printer	2	For Administrative use
3 in 1 printer	4	For executive offices
Network Scanner	1	For Administrative use
Network Admin tool kit	1	To enhance support
MS Office	40	Productive tool for laptop

Item/ Description	Quantity	Purpose
Microsoft Visio & Project	14	Productive tool for professional trainers
Adobe Suite	5	Productive tool for developers
Server Client Antivirus License for 3 years	80 users	Ensure data protection and security against virus
Switches	5	Enhance network connection
Network Drops	75	Provision of network connection to all offices

LIPA was provided with professional services to integrate the extended solution into the existing LIPA ICT platform.

The LIPA power solution included the provision of battery bank with 32 batteries of 6 Volt and 395 Amp each configured to produce the power needed to supply the inverter. The inverter output is further enhanced with a 25KVA Automatic Voltage Regulator. The power solution is sufficient to sustain the core computer-based mission and administrative support services through 4 hours of power outage, dedicated power circuits for the privileged IT devices were provided, training and support to the IT unit in the administration and support of the equipment and familiarization training to staff.

At LIPA's request much of the movable infrastructure has been withdrawn from the institution for safe-keeping at USAID-GEMS until they resume normal business operations.

A LIPA e-Library server application, based on KOHA-Open Source Integrated Library System, was installed and configured, and support provided for the initial data population. The server, which provides access to LIPA Library resources from web-browsers, is hosted at USAID-GEMS until the institution resumes normal operations.

Training of Trainer exercises for systems administration and support of the LIPA e-Library solution were completed to ensure sustainability of the equipment provided.

Support to other USAID-GEMS functional areas:

Concessions Management—The team provided support a USAID-GEMS vendor to migrate the Mining Cadastre information onto a platform to be utilized by all Concessions entities.

Financial Management—Support in the deployment and support of QuickBooks and related financial management tools at client MACs continued in FY14. EPA was provided with an IT interim solution to support the deployment of their Peach Tree Financial System to the organization. FDA was enabled with an interim peer-to-peer network solution that would enable both USAID-GEMS FM and FDA Finance Teams to start using QuickBooks. NIC's QuickBooks were setup in an alternate mode to enable continuity of service during the frequent power outages experienced by the institution.

Human Resources—The (free and open source) "Orange" H/R Management System was deployed at GSA, NBC & MOA as a pilot.

Procurement Management—Provided assistance with the development of a "Standard Use" items database, for presentation on the PPCC website and developed the technical specification for PPCCs World bank procurement

Other Projects

USAID-GEMS contributed to development of a migration strategy and roadmap for moving control of the core mission Information Systems of the new LRA to the new institution. Initial mandates and a migration strategy have been developed by LRA with tasks scheduled to begin late in 2014.

MONITORING AND EVALUATION

USAID-GEMS continued to support GOL in the strengthening of administrative systems and their ability to measure the performance improvement that result from our interventions. In FY14, it was planned to support the establishment of Performance Monitoring Systems in a number of MACs. Although these were not fully established, a significant milestone was achieved in the establishment of a draft list of performance indicators for each administrative function. The project was without an M&E Advisor for three quarters and these indicators are yet to be discussed, refined and endorsed with MACs.

The new M&E Advisor has taken up post and, early in FY15, will re-engage the MACs to re-prioritize the Work Plan and develop a MAC Performance Monitoring System support strategy.

Objective 2: Institutional Capacity of LIPA Enhanced

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.

LIPA is a the key partner institution for the USAID-GEMS in view of the significant emphasis placed on civil service capacity building by the GOL. USAID-GEMS has collaborated actively with LIPA to enhance its service delivery capacity in four of its core functions – Training, Research, Consultancy and Library Information Services.

Activities and Accomplishments

The FY14 support to LIPA was focused on finalizing all the strategies, implementation plans, capacity building for management and trainers and the provision of equipment and tools to work. With two full years of engagement with LIPA the project strategy has been to utilize the final two years to focus on allowing LIPA to implement the agreed changes with only broad guidance from the technical assistants.

USAID-GEMS committed three full time professionals, three accounting instructors and nine STTAs to LIPA support in FY14. STTA consultants that contributed to the work of LIPA were (1) a strategic planning consultant, (2) a library management systems specialist, (3) a training cost analyst specialist, (4) a business development specialist, (5) a gender mainstreaming specialist, (6) a marketing specialist, (7) a curriculum development specialist, and (8) a training specialist. Significant progress was made in the formulation of strategies, plans and training of trainers, however, following a joint review, LIPA and USAID-GEMS assessed that this was too much at once for their limited staff and capacity. The FY15 work plan considers these constraints.

International Accounting Certification

USAID-GEMS supported LIPA's collaboration with the Liberian Institute of Certified Public Accountants (LICPA) to establish the Liberia Accountancy Training Program (LATP) to build capacity of government employees in accounting by ensuring that they become qualified as Certified Public Accountants and Certified Accounting Technicians. Three professional accountants were provided for a one year pilot program to deliver the following:

1. Through LIPA, to provide PFM Training to the cadre of accounting and audit staff working in Ministries and Agencies of the Government of Liberia;
2. Through LICPA, to train and produce Certified Public Accountants for Liberia;
3. Through LICPA, to train and produce Accounting Technicians under the Accounting Technicians Scheme of West Africa (ATSWA); and
4. Through Stella Maris Polytechnic and other participating tertiary level educational institutions, to strengthen and improve the quality of accounting education in tertiary institutions of learning in Liberia participating in the Syllabi Integration Program (SIP).

Professional Accounting Program

The Professional Accounting program of LICPA utilizes the professional examinations of the Institute of Chartered Accountants, Ghana (ICAG). The LICPA administers the ICAG exams in Liberia under a bilateral MOU between LICPA and ICAG. The ICAG professional program has four levels with four papers at each level. A candidate must pass all subjects in a particular level before moving on to the next level, with exemptions for those with Bachelor’s Degrees in Accounting. Candidates must pass all papers in level 3 before moving on to level 4 where they must pass all four papers before becoming eligible for admission into membership as Chartered Accountants in Ghana and Certified Public Accountants in Liberia.

At the commencement of the LAMP, only six people had passed level 3, after many attempts since 2008, and were eligible to write the level 4 exam. The Accounting Instructors provided training in all the four papers in level 4 to only the six eligible candidates. Additionally, they trained about 70 students preparing for all the four level 3 papers. Notably, 85% of the 70 participants that benefited from the training for the level 3 papers were from the public sector. However, not all of the 70 people registered for the examinations and not all of those who sat the part 3 exam registered for all four papers.

All the six level 4 candidates were presented for the November 2013 ICAG professional examinations. Four candidates passed all the subjects and the other two candidates passed two subjects out of the four and are to write and pass the other two subjects before they become eligible for membership as Chartered Accountants or Certified Public Accountants. Six candidates completed level 3 and moved on to level 4, with eight candidates left with only one subject to clear the level 3 and join level 4.

These successes and a 67% success rate for level 4 were unprecedented in Liberia. The performance at level 4 was well above the ICAG overall success rates recorded in November 2013 examinations in Ghana. For example, the 67% pass rate achieved by Liberia was above the overall pass rate of 24.5% recorded by ICAG for the November sitting. It also exceeded the rates recorded for November 2012 (16.84%) and May 2013 (32.59%) examinations.



Accounting Technician Program

The ATSWA examinations, at level 3, had three candidates presented for the September 2013 examinations with one candidate successfully completing the program. The other two candidates passed at least two of the four subjects. Six candidates were presented for the level 2 out of which 2 passed all for papers with the remaining 4 passing three out of the four papers. At ATSWA level 1, ten candidates out of twenty that were presented passed all four papers representing a pass rate of 50%. Ten of the candidates which presented were females and six of them passed level 1.

The program has provided training for two semesters to more than 120 freshman students of the Stella Maris Polytechnic in principles of accounting and principles of economics. About 60 of the Stella Maris first year students were being prepared for the ATSWA level 1 examinations in August 2014.

LATP after the Pilot

The results from examinations showed the LATP pilot to have been successful and established the case for dedicated professional accountants to train students in accounting and specifically for the examinations. It also proved that Liberians could train and pass the qualifying examinations in Liberia. The closures of schools, as a result of the Ebola crisis, resulted in the accounting instructors leaving the country and training through the November 2014 examination period could not be provided.



LIPA and the LICPA are developing proposals for PPP agreements to enable them to continue the LATP.

Training in Public Financial Management

With technical support from the Accounting Instructors, LIPA designed three short courses on PFM, targeting the cadre of government employees with responsibility for managing public funds. The three courses were: Public Financial Management Law, Certificate in Public Financial Management, and Diploma in Public Financial Management. The first two programs were delivered by LIPA with support from the accounting Instructors.

LIPA's Strategic Planning and Management

USAID-GEMS continued its support towards development of a strategic plan for LIPA, with the aim of strengthening the institution's program delivery capacity and service outcomes. In FY13 a participatory process with all staff and key stakeholders resulted in the development and ownership of the areas of focus for LIPA's transformation. In FY14 this was crafted into a comprehensive strategic plan for strengthening the institution's program delivery capacity and service outcomes.

- The Strategic Plan includes institutional performance targets for 2014-2018 using the balanced scorecard. To enable LIPA to sustainably build capacity in developing strategic plans for the civil and public sector as well as provide strategic planning training, Training of Trainers workshops were conducted and modules for training turned over to LIPA.
- The Strategic Plan was provisionally approved by Cabinet.

Business Development for Institutional Sustainability

LIPA's ability to proactively move towards institutional and financial sustainability is largely dependent on securing new business opportunities, developing winning technical proposals for service delivery, and providing advisory services to public and private sector customers. The overall objective of this activity was to assist LIPA to build its capacity in this area.

In a three-phased approach USAID-GEMS' supported LIPA to develop:

- LIPA Capability Statement
- A Technical Proposal Writing Manual and Training Materials
- Consultancy Skills Course and Training Materials
- Options for Restructuring
- Director General's (DG) Vision Statement

The Train-the-Trainer (TOT) initiative for proposal writing and consultancy skills were postponed due to the Ebola crisis. They are included in the FY15 Work Plan.

Rebranding LIPA

LIPA determined that the rebranding of the institution would enhance their ability to market training, research, consultancy and library services sustainably. USAID-GEMS supported the development of a Marketing and Branding Strategy and a Marketing Communications Plan in the service areas of training, consultancy & E-library.

LIPA implemented both the Marketing Communications Plan and Marketing and Branding Strategy. They adopted the new LIPA Logo which is visible on all institutional products, including their 2014 Calendar, Stickers, and quarterly newsletter.



Training Cost Analysis

LIPA's status as the capacity building institution of the GOL has created a level of dependence on their contributions to operations with no attention to the actual cost of their core business, training. USAID-GEMS facilitated the review and analysis of training costs for the various courses delivered at LIPA to determine the break-even points for the courses and estimate prices and numbers of participants necessary to ensure operational sustainability.

LIPA implemented a revised fee structure utilizing the information provided from the training cost analysis. They also offered 21 new courses, both short and long term during the third quarter as a response to the information identified during the analysis.

Mainstreaming Gender

USAID-GEMS provided support to develop LIPA's capacity to mainstream gender-responsive issues and concerns into training, research and consultancy programs, thereby contributing towards women's empowerment and access to local and national decision-making processes. The activity was delivered in collaboration with CSA and the Ministry of Gender and Development.

The support resulted in a gender capacity needs assessment at LIPA along with the methods and tools to undertake Gender Needs Assessments at other institutions. LIPA trainers and staff from the CSA and the Ministry of Gender and

Development underwent gender competency-based training and participated in a Training of Trainers. The participation rates in LIPA training programs were reviewed and assessed and the agreed approach for mainstreaming gender in LIPA and its programs included in the Strategic Plan.



Gender Mainstreaming Participants with consultant Ms. Isabel Matenje (Front row standing 3rd left)

Adult-based Results-oriented Training

USAID-GEMS designed and delivered two popular and much needed series of TOT workshops for LIPA trainers and frequently-used consultant trainers. The Basic TOT was aimed at new trainers and those with less than five years of training experience, while the advanced course was designed for more experienced trainers. The trainings were delivered using best-practice inspired adult learning training of trainers methodologies. Over a period of four weeks, LIPA's capacity to deliver modern, adult-based results-oriented training was significantly strengthened.

Curriculum Development

The improvement of LIPA's ability to deliver new and existing courses, consistently, required the development of well-defined modules and session plans which properly integrated adult-learning methods and tool.

USAID-GEMS completed a training workshop and skills assessment exercise for 26 LIPA trainers to determine the best approach for curriculum development with this sample group of trainers. Curricula templates were designed for LIPA courses along with well-defined modules and session plans. Follow on workshops were held on curriculum development with an emphasis on methods & tools to enhance skills of trainers in curriculum design.



Participants at Basic TOT, Trainer Felipe Tejada

Throughout FY14, the Training Advisory team continued to review and improve LIPA modules, training materials, and guides and worked with LIPA to strengthen its training quality. Notably 9 out of a target of 13 courses were revised /developed. The team informally observed trainers, during course delivery, to ascertain the utilization of adult learning strategies that were integrated in the Basic & Advanced TOTs. It was observed that some trainers used the strategies of developing behavioral training observations (BTO) at the beginning of each training session, setting the climate and ground rules at the beginning of training and serving as facilitators rather than a lecturer, which allows adults to participate and interact more in training.

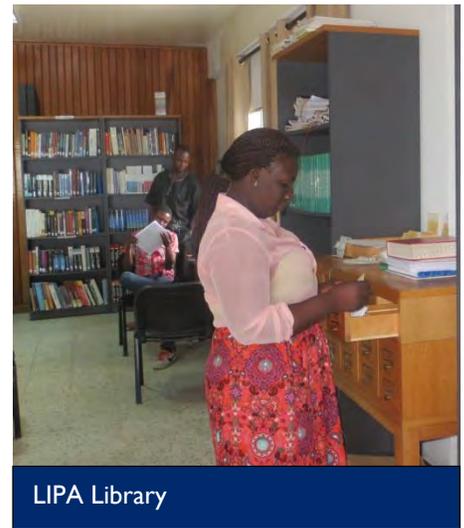
Due to limited communication between LIPA and CSA on the necessary parameters for engagement, the development of GOL induction & retirement planning courses were not undertaken.

Library Services Management

USAID-GEMS provided support in the development of an instrument to assess quality of services offered by the LIPA library to its clients; trainers, trainees and the general public. The LIPA Library Client Satisfaction Survey provided a baseline on the satisfaction of clients with Library service quality.

The information was used as input for the development of a library services capacity development plan; library operations guide, library management systems, processes, and tools. The Librarian was actively involved in all aspects of the development of these instruments.

A LIPA e-Library server application, based on KOHA-Open Source Integrated Library System, was installed and configured, and support provided for the initial data population. The server, which provides access to LIPA Library resources from web-browsers, is hosted at USAID-GEMS until the institution resumes normal operations.



Training of Trainer exercises for systems administration and support of the LIPA e-Library solution were completed to ensure sustainability of the equipment provided.

Institutional Sustainability

LIPA's Strategic Plan 2014-2018 was finalized and approved by senior management in the FY14 Q4. USAID-GEMS assisted them to develop a Business Plan 2014-2016, a Marketing & Branding Strategy and the related operational plans. The Director General has used these documents to promote and strengthen their shared vision and strategy, improve their policy direction & governance, program delivery capacity and service outcomes.

Fundamentally, these strategies and plans are owned by LIPA and provide them with a clear road map for institutional sustainability, improved service offerings, institutional and enhanced communication with LIPA clients. It is hoped that LIPA will begin implementation of these plans during FY15.

The USAID-GEMS technical team has developed and delivered training in all of its functional areas, with and without LIPA involvement. Strategically, to establish sustainability for formal capacity building in the USAID-GEMS functional areas, the Curriculum Development Specialist and LIPA Training Team began the process of transferring training materials into usable LIPA course modules. Six courses have been

developed in Asset Management and Procurement Management, with the balance to be developed during FY15. In Asset management, the courses are

- Executive Training in Asset Management and
- Asset Management for Practitioners.

In the area of Procurement management, the four draft courses under development were

- Procurement Auditing,
- Procurement Committees –Roles and Responsibilities,
- Procurement Data Management and Record Keeping, and
- Procurement for End users.

USAID-GEMS developed the LIPA Trainer’s Competencies Evaluation Checklist to facilitate performance assessment of LIPA trainers (mastery of adult learning techniques). This was approved by LIPA for use. In addition, the following Training Tools were developed:

- LIPA Trainer’s Competencies Evaluation Checklist,
- LIPA Facilitators’ Database,
- LIPA Pre & Post TO DO Course Checklist,
- LIPA Facilitator - Biographical Information, and
- LIPA Course Planning Form.

ICT Application Systems and Infrastructure

USAID-GEMS procured computers, training aids and equipment to enable LIPA to prepare and deliver courses in a professional environment as well as undertake research. Renovations to the building were completed and an Executive Training room equipped, with the USAID-GEMS training team and consultants utilizing the room through the end of the project. The team enhanced the electrical system with a battery bank to provide backup for the computers during power outages. At LIPA’s request, all computers and equipment are stored by USAID-GEMS for safekeeping until classes resume.

Impact of Ebola Crisis on LIPA

The Ebola crisis resulted in the closure of LIPA for classes in August, the reduction in funding for operations and uncertainty of dates for re-opening, LIPAs reduced operational hours to three days a week, four hours each day. Support by USAID-GEMS has reduced to two full-time professionals focused on mentoring and coaching LIPA leadership and trainers.

The Accounting Instructors left Liberia in Q4 and were not available to support candidates through the November 2014 examination period for the ICAG.

Objective 3: GOL Institutions Using ICT More Effectively

The National ICT Policy establishes the mandate for integrating the use of technology into the work flows and processes of the GOL for improved efficiency and performance. The goal of this objective is to support the MOPT in key priority areas to move this forward. Central to this was the establishment

and implementation of the Chief ICT Officer program, which placed IT professionals within the MACs to provide support in this highly technical area and implement cross-Government guidelines and procedures.

USAID-GEMS provided foundational ICT studies that aimed to improve GOL's abilities to utilize ICTs to meet developmental objectives. These foundational projects are the development of an e-Government strategy, the design of a National Enterprise Architecture, and the improved organizational design of ICT in Government.

The ICT advisor was supported by two STTAs, a National Enterprise Architecture Consultant and an ICT in Government Consultant.

E-Government Strategy and Enterprise Architecture

An enhanced e-government strategy was developed in collaboration with MOPT and following extensive consultations with MACs. The strategy presents an introduction to e-Government, the current state of e-Government environment, the strategy, governance structure, a roadmap and implementation plan. The e-Government strategy is an integral component of the overall GOL enterprise architecture and continues to be refined. An abbreviated draft e-Government strategy has been approved by MOPT for presentation to Cabinet, a process which is on hold pending improvements to the EVD situation.



A hybrid Enterprise Architecture model combining Federal Enterprise Architecture (FEA) and The Open Group Architecture Framework (TOGAF) was selected for Liberia. The Enterprise Architecture reference models, Enterprise Architecture Action plan, Enterprise Architecture governance model, strategy and guides for e-Gov implementation were provided to MOPT for review. The draft interoperability framework was also presented.

Activities to initiate the short-term enterprise architecture action plan, improved standardization, increased interoperability between MACs, synergies from common framework with the accompanying cost savings and efficiencies were considered with MOPT. It has been agreed to validate the Enterprise Architecture design at the LRA. The validation exercise begun at the LRA has been interrupted as a consequence of the EVD measures.

Organizational Design of ICT in Government

To objective of the ICT Organizational Design was to understand the current state of ICT within the GOL and advise on the restructuring of the ICT competency. Extensive consultations were held with stakeholders, including over 100 meetings and two sets of assessments—the MAC-Level Assessments, which targeted 30 MACs and a broad spectrum of the staff, and the IT Units Assessments, which were conducted as a second-level assessment geared towards understanding the competencies within the IT units of specific MACs. The current state informed the development of future state recommendations

that are under review for presentation to the MOPT. The study advises on improved pooling arrangements and shared-service facilities suitable for the implementation of GOL's e-Government strategies.

Other areas of ICT Support

USAID-GEMS prepared a draft ICT Handbook for use as a basis for an ICT user policy document that has been presented to MOPT for review, together with an adoption strategy. The GEMS team also supported the MOPT in the development and implementation of the Universal Access Fund strategy and policy.

The IT/ICT team participated in an MOPT workshop, sponsored by the African Union, educating stakeholders including LTA, LIBTELCO, ISPs and Telecoms Operators on the benefits to Liberia of a locally-based Internet Exchange Point (IXP) and proposing a set of steps that would lead to the deployment of the IXP. A stakeholder steering committee was elected to implement these steps. USAID-GEMS has encouraged the development of the IXP, which is also key to the supply and development of locally hosted internet services, and for the development of GOL shared services. USAID-GEMS participated in further technical trainings to support the implementation and maintenance of the IXP. The GOL has not finalized this initiative, however, and USAID-GEMS has committed to providing its technical support to the MOPT and the Steering Committee, should it be required.

The MOPT was provided with a draft discussion document that proposed the launch of a National Research and Education Network (NREN) for Liberia, a special-purpose ISP tasked with providing very low-cost internet services to all educational institutions. They were also supported in a World Bank-funded exercise to advise the GOL on the divestiture of their shares in the Cable Company of Liberia.

Four Presidents Young Professionals (PYPs) were assigned to USAID-GEMS to bolster GOL's capacities in improved Concessions management. These PYPs have initially been deployed to participate in the USAID-GEMS supported foundational ICT projects undertaken at MOPT.

The MOPT recognized the awareness and knowledge gap related to IT and ICT and established the Chief ICT Officer program, which was to place these officers within each MAC. There has been no financial commitment from the GOL to finance these positions in the last three GOL budgets, despite many efforts by the MOPT and encouragement by USAID-GEMS. The MOPT and LIPA have been provided with all of the requirements and training materials for this cadre of staff to enable them to move forward when the GOL is ready.

USAID-GEMS has fostered and supported the development of a Community of Practice for GOL ICT professionals, with MOPT now planning to take on the care-taking role.

Impact of Ebola Crisis on ICT

USAID requested the ICT Advisor to support information gathering, analysis and review of the ICT current state and requirements to facilitate recommendations for the provision of effective technological support for the Ebola response. Support of the ICT advisor was on demand, although continuous.

Objective 4: Management of Natural Resource Concessions

The concessions advisory area is focused on support to the National Bureau of Concessions (NBC), an entity created in 2011 to actively monitor and support the process of granting and managing concessions

in Liberia. This objective also provides assistance to the National Investment Commission (NIC) in its role as chair of the Inter-ministerial Concessions Committee (IMCC) and concession-granting entities.

The Concessions Advisor was supported by six STTAs in FY 14. These were a Cadastral Consultant, a Concessions Business Analyst, a Concessions Business Process Analyst, a Cadastral Systems Design Expert, a PPP Advisor, and a Strategic Planning Advisor. These consultants assisted the NBC, NIC and concessions granting entities.

Activities and Accomplishments

National Bureau of Concessions

USAID-GEMS support to the NBC includes two full-time Liberian staff assigned to provide technical assistance in the areas of financial and economic analysis and mining.

The mining specialist is the most senior technical professional at the NBC and directed the monitoring and evaluation of various concessions, conducted training sessions in mining related issues and was instrumental in the development of the mining section of the concessions reporting template. NBC has assigned him to head of their mining unit.



Stakeholders reviewing concessions reporting template

The finance and economic specialist provided inputs into various financial models for use in determining economic viability of concessions and reviewed proposed new concessions presented to the NBC by the NIC. This specialist supported the development of the concession indicator reporting templates and facilitated workshops at which those indicators were presented and validated.

USAID-GEMS supported the NBC in the developing templates for reporting indicators of concession activity. Stakeholder workshops were facilitated to gather input and validate the usefulness of the design for reporting indicators to ensure adequate reporting of concession operations. The workshops were well attended, with excellent participation from all the MACs represented. The collaboration achieved in the workshops marked an achievement in inter-MAC cooperation on concessions monitoring and reporting.

NBC is only in its third year of existence and had a challenging beginning with the loss of its initial Director General in FY 13 and more than six months without a substantive leader. The new Director General was assisted to frame the strategic direction for the NBC, formulate a strategic plan, and develop a proposed organizational chart with job descriptions for most senior staff.

NBC's mandate to monitor concessions placed it in the unique position to facilitate a discussion among concessions related entities in an effort to clarify, often conflicting, roles and responsibilities in concessions. USAID-GEMS facilitated a workshop at which approximately 15 MACs were represented. The discussions were lively and pointed with a follow-up meeting intended to refine the issues and begin to rationalize roles and responsibilities. The positions of several MACs on roles are entrenched and the dialogue did not continue. Attempts to restart the dialogue were unsuccessful due to changes leadership

changes in both NBC and the NIC. The GC agreed to convene future meetings in an effort to gain consensus, however, the Ebola epidemic impeded progress on this initiative. This remains an important issue if natural resource concessions are to be granted, managed and monitored effectively.

Concessions Information Management System (CIMS)

A USAID-GEMS report in FY 2013 defined the need for a NCC. The NCC was designed to be a repository of all concession-related data, both spatial (maps) and tabular (attribute). The NCC database would be shared among all concession-related entities and permit greater coordination of concession management activities, minimize the granting of overlapping concessions and provide a rich database to be used for analysis purposes, thereby facilitating better concession management by the GOL.

In FY14, USAID-GEMS undertook a study to determine the user requirements for the NCC, prepare a conceptual systems design, draft an implementation plan, generate cost estimates for the system and prepare specifications for mapping that would be a central feature of the system. In the course of the study, it was determined that the user requirements demanded a more robust system than the NCC. Accordingly, the system capabilities were expanded and termed Concessions Information Management System (CIMS). Implementation of the CIMS is to take place in four phases over six years. Phase I involves design and implementation of a prototype system to support basic concession-related functions. Four PYPs were trained to use the proposed system software and have been assigned to the National Bureau of Concessions, the Ministry of Agriculture, the Forest Development Authority and the Environmental Protection Agency, where they will train staff in the use of the software and assist in the implementation of system applications. Implementation of the prototype is expected to begin in late Quarter I of FY 2015.

National Investment Commission

In FY 14, USAID-GEMS supported the NIC to establish a structured mechanism to address the opportunities offered through PPPs. The Agenda for Transformation identified a lack of infrastructure as a binding constraint on Liberia's economic development. Liberia's infrastructure needs -- water, electricity, telecommunications, transportation—all require significant investments beyond the capacity of the GOL's budget. Public-private partnerships are considered one vehicle through which needed funds can be found for infrastructure development.

The advisor analyzed existing legislation and official documents and provided a clear description of the tangled definitions and responsibilities surrounding PPPs within the GOL. A PPP policy was drafted with accompanying guideline, with the policy presented to Cabinet for consideration. Assistance was provided to the Liberian Water and Sewer Corporation to support their efforts to develop a PPP for bulk water production.

Objective 5: Utilizing a National Payment System

The aim of Objective 5 is to enable the GOL to establish and utilize a national payment system in line with international and regional standards and that enables accurate and timely processing and reconciliation of GOL payments to vendors and civil servants, utilizing mobile technologies where feasible.

The two streams in this objective focused on (1) national payment systems with the CBL and MOFDP Department of Revenue (subsequently Liberia Revenue Authority) and (2) mobile money for salary payments to civil servants. Both targeted efforts on initiatives which facilitate improved speed, accuracy and payment processes using technology.

The mobile money team was supported by one STTA, a legal and regulatory advisor.

Activities for this objective were completed, as scheduled, in FY 14 and support has ended. Some minimal assistance will be provided through the first quarter of FY 15 to encourage the full implementation of the use of mobile technology to pay civil servants in rural areas.

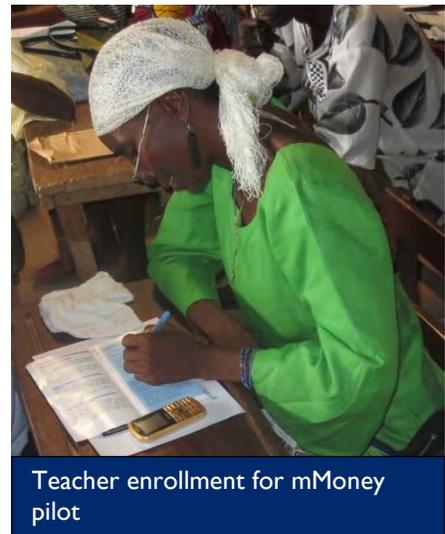
Activities and Accomplishments

Mobile Money

The use of mobile technology for GOL payments to employees accelerated in FY14. After months of building awareness, establishing the proof of concept and quantifying the savings which would accrue to Government, the Central Bank of Liberia (CBL), MOE, CSA and the MOFDP agreed a pilot which would pay salaries of 59 teachers in Margibi County who voluntarily signed up for mobile money payments and were vetted by CSA and the MOE. Payments via mobile money commenced in July 2014 and have been well received by the teachers. USAID-GEMS agreed to cover the cash-out fee for the six month pilot and coordinate the process to enable CSA, Lonestar and MOFDP to structure themselves for expanding the service.

USAID-GEMS performed the role of facilitator in bringing together:

- CBL and Lonestar MTN with commercial banks to establish the requirements for reconciliation and settlement of mMoney transactions. Participating commercial banks included Ecobank, GT Bank, United Bank of Africa (UBA), and International Bank Liberia Limited (IBLL).
- MOFDP and commercial banks to create awareness and promote the use of Visa prepaid cards for pension payments. The intent is for these cards to be linked to mMoney accounts in the future.



A mMoney Informational Brochure was developed to explain the requirements and expectations and provided an attached enrollment form. The brochures were distributed to public school teachers in Margibi County and Ministry of Education District Education Officers (DEOs) and County Education Officers for voluntary enrollment. The Ministry of Gender was assisted in providing the mMoney option for beneficiaries of their Social Cash Transfer Program.

USAID-GEMS supported the CBL to revise the mMoney Regulations which were approved by the Governors and immediately implemented. The development of the National mMoney Strategy has provided the CBL with the guidance they require to regulate the implementation of these initiatives.

Transition of all mMoney initiatives to the GOL identified responsible parties within CSA, MOE, MOFDP, CBL and Lonestar. These individuals had been involved in all activities through the mMoney pilot, participated in the pilot exercise, and were provided with Mobile Money Handbook. It is expected that following the termination of USAID-GEMS activities they will capably continue the process.



Payment Systems

Department of Revenue/Liberia Revenue Authority

USAID-GEMS collaborated with the DOR/LRA to provide furniture and equipment for decentralized revenue collection windows to increase collections in key locations and reduce the need for taxpayers to physically go to the MOFDP.

A revenue collection window at the Ministry of Lands, Mines and Energy was opened in FY14. This expanded to four the number of revenue windows USAID-GEMS supported. The other windows are at the Temple of Justice, National Archives and Roberts International Airport (RIA).

The opening of the revenue collection window at RIA has been delayed pending the signing of the MOU between the commercial bank and MOF legal department. The furniture and equipment has been provided.

The link provided by USAID-GEMS which enables the ASYCUDA (customs collection software) and TAS (tax collection software) to reconcile revenues directly into the GOL's accounts, on a daily basis, has resulted in great improvements. Revenues from the Freeport of Monrovia (where the ASYCUDA/TAS link was established), Temple of Justice and National Archives have seen a steady increase. The Freeport of Monrovia reports between US\$8 – 10 million monthly, while the Temple of Justice upwards of US\$10,000 monthly and the National Archives reported an increase from US\$2,000 to US\$19,000 in one month. These decentralized collectorates did not exist prior to the USAID-GEMS support.

USAID-GEMS assisted the newly established Liberian Revenue Authority (LRA) to:

- Develop revenue (tax and customs) forms

- Develop standard operating procedures for decentralized revenue windows in the collection of customs fees and taxes
- Develop an IT data migration plan
- Design a “user friendly”, small taxpayer automated collection form to allow taxpayers to complete their tax return online and simply print for submission to the LRA. Once the LRA website is fully automated, the form could be submitted electronically.
- Develop standard operating procedures for tax payment. The SOP includes the process for direct deposit of tax payments reducing the time for processing from three days down to one.

Payment Infrastructure

USAID-GEMS provided project management support to the CBL over a twelve month period for their Disaster Recovery (DR) site which was completed and infrastructure installed. The contractor, Resourcery, provided a two week payments infrastructure functional training at the CBL DR site for staff.

USAID-GEMS provided the initial coordination, on behalf of the CBL, with commercial banks for the setting document for the Automated Clearing House (ACH). The setting document standardizes the data submissions from the commercial banks to allow for uniform account number structure. The coordination was effectively transitioned to the CBL.

Funding Proposal Drafted for Automated Off-site Bank Supervision

Assistance was provided to the CBL to develop a proposal for African Development Bank (AfDB) funding for the off-site bank supervision software. The AfDB appeared receptive; however, the proposal was also submitted to the World Bank for consideration.

III. ACHIEVEMENTS IN CROSS-CUTTING THEMES AND SPECIAL PROJECTS

ECONOMIC ADVISORY SUPPORT TO MOFDP

USAID-GEMS provides a Senior Economic Advisor to the Minister of Finance and Development Planning and also supports capacity building for the staff of the Macro-Fiscal Analysis Unit. In FY14, the Advisor supported three primary areas: (1) reports on the economy, (2) technical backup to the economic management team, and (3) mentoring and coaching of economist. A comprehensive list of the Advisor's accomplishments as they relate to each of the three primary areas follows.

Reports on the economy

- Assisted in the preparation and final editing of the second issue of the Annual Economic Review 2013.
- Final editing of the "Fiscal Outturn Report 2013" published in December 2013.
- Provided direct economic advisory support to the Minister of Finance and Development Planning.
- Prepared a discussion paper for the Minister on 'Strengthening institutions from fragility to resilience trajectory: Some lessons from Liberia'.
- Prepared a discussion paper for the Minister on 'Industrialization for inclusive and transformative development in Africa: A case of SMEs centered industrialization strategy'.
- 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.
- 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.
- Prepared panel discussion notes for the Ministerial level discussion on the High-level segment of the United Nations Economic and Social Council (ECOSOC) on the theme 'Integrating employment-centric sustainable development in the post-2015 development agenda', at the United Nations Headquarters in New York.
- 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.
- Prepared a concept note for the Minister on Infrastructure development and regional integration in Africa.

Technical Backup to Economic Management Team (EMT)

- Assisted in preparing a presentation titled "Growth and Unemployment: An Assessment of the Economy" for a special Cabinet meeting.

- Participated in the preparation of the 'Macroeconomic Policy Agenda—Action tracking matrix' for the Economic Management Team (EMT). It focuses on four key areas – job creation, concessions, domestic private sector development, and domestic revenue mobilization.
- Participated in the assessment of the 'Potential impact of Ebola epidemic on the economy' that explored the potential impact on cross-border trade, business operations, government deficit and economic growth.
- Participated in the preparation of 'Post Ebola Economic Stabilization and Recovery Plan' for discussion with the donors during the IMF/World Bank Annual Meetings in October in Washington.

Mentoring and Coaching of Economists

- Provided support to MFAU in the 'Analysis of exchange rate trends since the 1990s' with the aim of unmasking the underlying factors driving the exchange rate movements in Liberia
- Through mentoring and coaching the MFAU economists, a research on *The Doha agricultural trade liberalization: What are the implications for Sub-Saharan Africa?* was successfully completed and a final report was presented at the African Economic Research Consortium workshop in May, 2014.

THE PRESIDENT'S YOUNG PROFESSIONALS PROGRAM

USAID-GEMS' support to the President's Young Professionals Program (PYPP) increased in FY14 with the inauguration of eleven members to the new PYPP Class V. Seven PYPs were posted to MOFDP Department of the Budget, while the other four were posted to the USAID-GEMS office for training in software for the national concessions cadastre (NCC) system.

USAID-GEMS remains actively involved with the eleven PYPP Class IV members, now in the second year of their program. The class was originally fourteen members, however, two left to pursue higher education and a third for personal reasons. This class graduates from the program in December 2014.

The PYPs in Class IV were reassigned to positions of greater responsibilities when Class V joined the DOB. Some were assigned to the Budget Policy and Development Unit, the office of the Deputy Minister, Pillar Managers, the Open Budget Initiative and specific MACs. A few members of Class IV participated in the Budget Working Group, while others were involved in the finalization of the budget document, including the Citizens' Guide to the Budget.

Three PYPs have been assigned as Budget Directors at MOFDP, the Ministry of Lands, Mines and Energy (MLME) and GSA. Other PYPs are serving as Budget Analysts for various MACs.

The PYPs attached to USAID-GEMS, assisted a team of consultants in data gathering and reviewing information for the concessions business process analysis which was undertaken as input for the design of specifications for the NCC. They also assisted consultants developing a GOL wide ICT enterprise architecture and in the organizational design of ICT in Government. They were used to test and validate assessment tools and conduct surveys in various ministries and agencies. The PYPs underwent a seven-week intensive training program on developing basic ICT, GIS and business process analysis skills before their assignment to concessions-related entities of MOA, FDA, EPA, and NBC to support IT related concessions management.

The USAID-GEMS team serves as mentors for PYP Class IV and V. They have participated in training initiatives undertaken by the USAID-GEMS consultants, including introductory workshops on procurement, concessions and assets management.

An internal review was done by USAID-GEMS to assess the performance of the program within the DOB. The feedback from questionnaires and interviews with supervisors, mentors and the Deputy Minister for Budget & Expenditure on PYPs' performance concluded that:

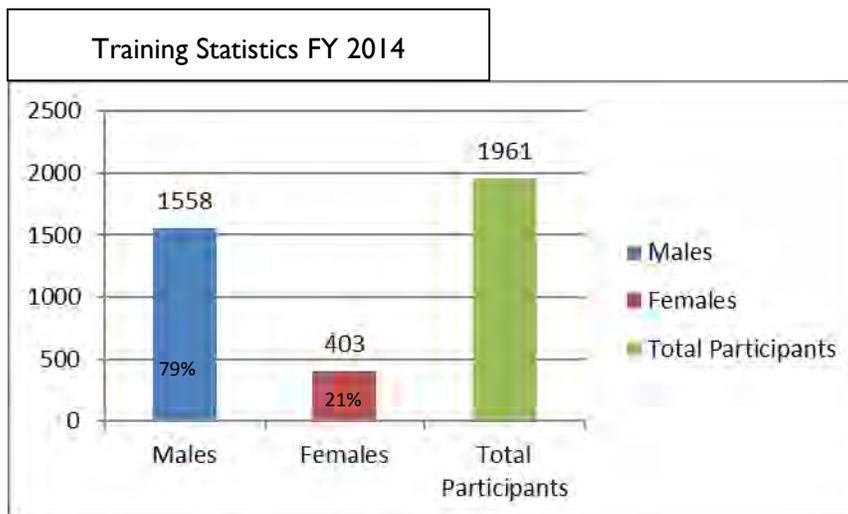
- PYPs were very dedicated to the Budget process and were willing to work on weekends and holidays, which ended up consisting of over 40 hours a week during Budget Season.
- Their shared responsibility, from budget preparation to finalization, has enabled timelines to be met.
- They have the DOB's full confidence and can work independently at MACs linked with the IFMIS System.

Impact of Ebola Crisis on PYPs

In an effort to reduce person to person contact, the monthly Responsive Trainings for PYPs was suspended. The MOFDP also considered three of the PYPs non-essential to decongest offices until situation improves.

TRAINING

USAID-GEMS, conducted training activities with the objective of contributing to lift Liberia. All training is tracked on the USAID official training database, TraiNet. In FY14, there were 1,961 participants trained, of which 1,558 were men and 403 were women, representing 21 % of the total number.

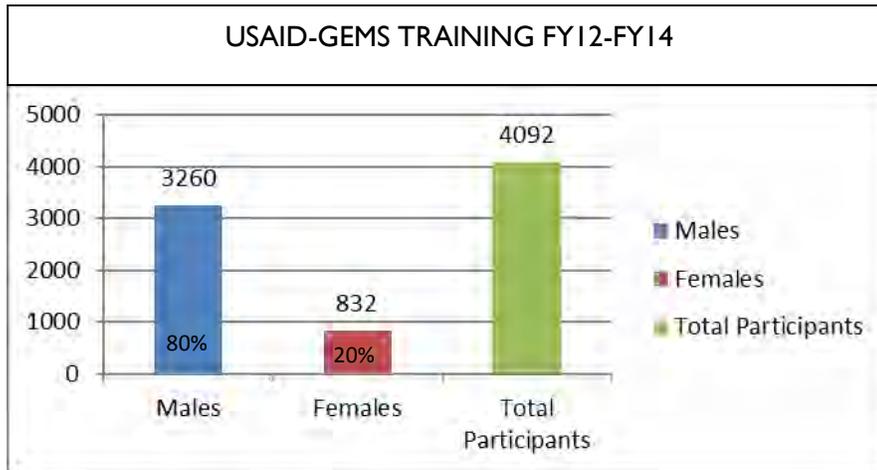


The number of trainees rose by 16% in FY14, despite the Ebola outbreak and a slowdown in training. Unfortunately, the percentage of females has dropped from 24% to 21%.

The lowest female participation during FY 2013 was under IT, 7%, and was therefore under scrutiny. For FY 2014, the participation female IT participation as 10%, an increase of 3%, which in absolute terms were 20 females out of 201 participants.

The highest female participation during FY 2013 was under FM, 32%. In FY2014 it increased to 40.5%, 99 females out of 244 participants, an increase of 8.5%.

Over the length of the project to date (FY 12 – FY 14), 4092 participants were trained by USAID-GEMS. Of the 4092 participants trained, 3260 were men and 832 were women (representing 20 % of the total number).



USAID-GEMS continues its focus on increasing female participation, mainly through encouragement of partners to identify and remove the obstacles and constraints.

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

GENDER CONSIDERATIONS

The USAID-GEMS Gender Equality Strategy was designed to support the economic development of Liberian women and men by enhancing the Government’s capacity to implement gender-sensitive performance improvements. USAID-GEMS endeavors to ensure that its interventions contribute to the empowerment of both genders in the public sector. This Strategy is in line with USAID’s Gender Equality and Female Empowerment (GEFE) Policy, as well as the GOL’s National Gender Policy and the Agenda for Transformation.

During FY14, USAID-GEMS built upon the recommendation of its short-term Gender Specialist from FY13, who identified constraints and opportunities for gender-transformative programming in line with GEMS’ objectives. The work of the Gender Mainstreaming consultant for LIPA, was a next step in implementing some of these recommendations. The key objective was to advance a systematic capacity development program in gender that would provide technical and training skills to facilitate the ability of LIPA’s trainers to deliver and coordinate gender-mainstreaming training, research and consultancy programs for the public. The GOL could enhance the institutionalization of gender equity through these programs.

The overarching goal of providing gender mainstreaming courses at LIPA was to help agencies across GOL achieve a productive, gender-sensitive working environment. These include the enforcement of

strategies for promoting equality in the recruitment of staff, the provision of adequate facilities for both men and women, the use of appropriate spoken and written language and the elimination of sexual harassment.

The ICT sector is one area that holds much potential for the empowerment of females. The USAID-GEMS IT/ICT team is aware of the need to enhance the participation of Liberian men and women in the growing opportunities for ICT-related activities and enterprises. PYP Class V includes two young women who are among the four attached to USAID-GEMS pursuing careers in the ICT sector. These women have been prepared to support concessions management ICT initiatives at the concession-granting entities and trained on concessions, GIS, and mapping. The other eighteen members of PYPP Classes IV and V, which includes six females, are stationed at the Ministry of Finance's Department of the Budget. One of the PYPs, Sarah M. Johnson, of Class IV was selected as one of President Obama's Young African Leaders Initiative Fellows.

During FY13, the USAID-GEMS HR Team collaborated with the CSA to develop and launch the Human Resources Policies and Procedures Manual, the Civil Service Performance Management System, and the Selection and Recruitment Process Manual. In FY14 the team began to roll these out to the line ministries, and train on topics including gender equity, sexual harassment, and discrimination in the workplace. The NBC and the GSA formally adopted gender equitable equal employment opportunity (EEO) policies and guidelines as part of their HR Employee Handbooks, and the FDA and MOA began reporting on the gender of applicants who respond to advertised positions. Together these efforts will increase the probability of recruitment based on merit and the potential for qualified female candidates to assume professional positions within the Government.

USAID-GEMS advisors are encouraged to identify female champions and their participation in training, particularly in areas typically underrepresented by women. The GEMS Assets Management Team has been conducting on-the-job training and skills enhancement with two female generator operators at the Ministry of Youth and Sports. With GEMS' assistance, they are gaining the practical skills to operate and maintain two 900 KVA generators.

In FY14, the TraiNet database, which tracks the overall number of participants in USAID-GEMS workshops and trainings, recorded that 21% of total participants over the period were female. The team is committed to achieving gender parity in its training programs, and to enhancing trainers' awareness of gender considerations.

Within USAID-GEMS, female candidates for professional positions are encouraged and sought. During FY14 Q2, the USAID-GEMS welcomed two more female Liberian professionals to its team. Ms. Princess-Calvina Coleman assumed the role of Program Support Assistant on the Technical Team. She works directly with the DCOP-Technical to support workshop delivery, draft and edit reports, and provide assistance at meetings and conferences. In addition, Ms. McRinna Collins assumed the role of Project Accountant. In Quarter 4, Mrs. Joanna Matthews-Mulbah took up the post of HR Assistant. USAID-GEMS is committed to continuing to identify female Liberian professionals to fill project positions.

CHANGE MANAGEMENT

Activities and Accomplishments

USAID-GEMS supported effective change management processes in partner MACs during the year. This support included meetings and workshops with Change Management Committees (CMCs) at EPA, MOPT, LIPA, GC and FDA to assess progress in standing up CMCs and integrating administrative support performance reporting into the meeting formats. Of these five institutions, four of them (MOPT, LIPA, EPA and FDA) have at least basically functioning CMCs that have formalized their membership and held at least one meeting to discuss actual and intended change in the institution related to work with USAID-GEMS. USAID-GEMS continued to work with CMC membership and MAC leadership to help ensure that project interventions were implemented in a transparent and effective manner with the required understanding and support of staff. At LIPA, the CMC published their first communications regarding the establishment of the CMC and posted it on their external communications board. They also published two additional documents regarding advances in Financial Management, the Library and E-Library.



As part of the communications component of Change Management, USAID-GEMS provided communications support to partner MACs, working along with their communications officers to develop a communications strategy to highlight their accomplishments. The communications interventions began at GSA, MOPT and MOE. The Minister and Communications Officer of each MAC agreed on their communications priorities and strategy. At MOE and MOPT, the Ministry's website was revamped and a newsletter developed. GSA developed and published their first quarterly newsletter, "GSA in Action," highlighting all of GSA's accomplishments during the quarter (October–December 2013).

The Change Management team continued trainings, OJT and meetings in GSA, MOYS, EPA and CSA in an effort to institutionalize the CMCs. A two-day Change Management and Measurement (CMM) workshop was presented to administrative managers responsible for targeted performance enhancements under the USAID-GEMS' Objective I. A specific training was conducted for the CMC at the GSA.

To facilitate the work of the CMC, USAID-GEMS provided terms of reference for the CMCs, a change management committee procedure manual, administrative support performance monitoring goals and objectives and monthly reporting formats.

The Ministry of Youth and Sports CMC members approved the TOR, pending the Minister's approval. At the EPA, the CMC, customized their TOR and issued their first communication its formation. The GC's CMC achievements include the establishment of the CMC and working with the five administrative areas to develop and complete functional area specific work-plans that were tailored towards tracking progress.

IV. CHALLENGES, ISSUES, CONSTRAINTS AND MITIGATING ACTIONS

FINANCIAL MANAGEMENT

Changes in key staff at the Ministry of Agriculture and PPCC have affected the ability to be effective in those institutions. Efforts to build a productive working relationship with the new Controller at the MOA are impacted by the Ebola crisis. It is expected that as the situation improves increased time will be focused on this MAC. The absence of a Director of Finance and Administration at the PPCC has delayed the full implementation of the accounting software and their ability to submit timely reports to the MOFDP. The previous position holder returned and it is expected that activities will recommence in an accelerated manner.

Financial Management Policy and Procedures manuals have been developed for eleven MACs, however, only two have been approved. It is uncertain why, despite all efforts, senior management has not reviewed the manuals for modification or approval. The MOA and MOHSW have internal control assessment review points which could be cleared if they approve the manuals.

LIPA was impacted by the EVD and activity at the MAC ceased for several months. While they have been receptive to USAID-GEMS assistance, the available time to assist has been reduced do to restricted opening hours and electricity.

USAID-GEMS will be meeting with all partners to review the FY15 work plan and relationships. These issues will be raised and resolutions identified to achieve anticipated results.

HUMAN RESOURCES

The new HR policies, procedures and processes developed in collaboration with CSA were implemented through training programs for HR and Personnel Directors with the provision of the necessary documentation. The frequency of staff changes requires that these be repeated to gain the required commitment from the new HR staff and ensure alignment of HR functions, structure, positions and job descriptions.

Within USAID-GEMS, the HR advisory team has had 100% turnover. To provide some continuity, two existing technical staff, with the requisite skills, were transferred to HR.

ASSET MANAGEMENT

The implementation of the fleet management policy was considered by the GOL as a viable approach to the reduction of operational costs, expansion of the private sector and the achievement of their objective to focus on core business. The policy's three components, operational, donor and devolved fleet, presented varying degrees of complexity to implement. An STTA was provided to support the GSA to develop the necessary plans, documentation and processes for the devolved fleet policy. Key stakeholders in the private sector and GOL entities became aware of this policy in preparation for devolved fleet implementation. Due to the lack of funding for the devolved fleet and difficulties associated with the retrieval of vehicles assigned to GOL personnel, the GSA placed implementation on hold. GSA has everything necessary to proceed when the GOL is ready.

The low level of educational for staff in the assets, fleet and maintenance area often requires multiple trainings on the same subject. Materials have been developed which are pictorials to ease understanding.

The GSA's ability to fully utilize much of the support being provided through data gathered on fleet, assets and buildings requires robust assets management software. This has been a work in progress for several years for the GOL and it is not certain if they will have it before the USAID-GEMs project is over. Efforts will continue on the provision of simple data keeping records that can be managed at the MACs and consolidated at GSA, until a larger system is secured.

Efforts to improve preventive maintenance continue to be thwarted by the lack of budgetary provision for preventative maintenance.

PROCUREMENT MANAGEMENT

The approach to creating awareness and changing behaviors to procurement were modified and training sessions for Procurement Committees and End-User Departments were held in most MACs. Reluctance of senior management to attend these workshops was a major challenge, as the approach was primarily aimed at getting their participation to improve decision making. Agreement has been reached with LIPA and PPCC to hold Executive and Legislature training and awareness sessions to address the situation. LIPA has the materials and capacity to deliver this training.

Procurement at the CSA continues to be a challenge as their procurement unit staff remain unavailable for scheduled and confirmed OJT sessions. When the staff are available, the necessary documentation and files are not made available for an effective OJT session. The trained procurement specialist at CSA is assigned to project procurement and not CSA regular procurements. NBC does not have a procurement officer or procurement unit.

LIPA

USAID-GEMs interventions to LIPA have been significantly curtailed as a result of the State of Emergency and the declaration that all nonessential staff remain at home. All training, consultancy & research services have been suspended until further notice and due to economic constraints, LIPA is only open three days weekly, four hours each day.

The provision of accounting instructors for the Liberia Accountancy Program was for a one year pilot to establish proof of concept and enable LIPA and the LICPA to develop a plan for its continuance. The plan has not been developed or agreed and USAID-GEMs support has ended. The Lead Training Advisor will endeavor to support LIPA and LICPA with the development of a PPP concept proposal.

The computers and equipment designated for LIPA to support its training and library areas were delayed due to the USAID ADS 548 processes and the need to change from desktops to laptops, due to challenges with electricity. These delays impacted the rebranding of LIPA's Library management, e-library and Training. All the equipment has been procured and is in safekeeping at USAID-GEMs until the reopening of LIPA.

ICT/INFORMATION TECHNOLOGY

The ability of MACs to utilize IT for improving efficiencies in work delivery is missed as the senior management of most MACs have not demonstrated any interest in utilizing technology for work processes, only word processing. The lack of awareness and interest has reduced the adoption of IT Service management in the MACs. IT staff are often only considered useful for solving problems with computers and are not utilized for complete solutions. Some were considered non-essential in the Ebola crisis and this has limited the utilization of the IT platforms and support the IT Unit can offer the MAC.

The MOPT recognized the awareness and knowledge gap related to IT and ICT and established the Chief ICT Officer program, which was to place these officers within each MAC. There has been no financial commitment from the GOL to finance these positions in the last three GOL budgets, despite many efforts by the MOPT and encouragement by USAID-GEMS. The MOPT and LIPA have been provided with all of the requirements and training materials for this cadre of staff to enable them to move forward when the GOL is ready.

MOPT has limited absorptive capacity for National ICT initiatives. The staffing, capacity and financial resources made available to the institution are insufficient for MOPT to efficiently achieve its central mandate in the ICT reform agenda.

Electrical power solutions are very fragile and many unstable. Some of the smaller institutions are finding it difficult or impossible to sustain the small power needs demanded by the IT platforms provided, particularly NIC, LIPA and GC. This situation has worsened with the financial impact of Ebola on the MACs

USAID-GEMS trained IT staff in MACs with the capacity to sustain the IT solutions provided and others within their institutions. MACs have not been able to retain staff trained and developed to support solutions, particularly MOA and NBC. IT skills are in demand within public and private sector, with incentives low there is concern that more will leave.

Internet penetration to the MACs is costly and constrained, restricting some the benefits which can be gained from this technology. USAID-GEMS has provided advice to MACs on approaches to reduce cost.

CONCESSIONS MANAGEMENT

Senior management changes at concession related MACs continued to be a challenge in FY 2014. The new Director General (DG) of NBC took office in the Q2. Work slowed to enable the DG to fully understand the organization and establish priorities. The Ebola crisis affected the project's work at NBC as the DG was appointed to a key role in the Ebola Task Force.

A new Chairman of NIC was appointed in late FY 13 and new Director General in FY14 Q3. Both required a significant amount of time to establish themselves in their respective roles. This slowed the progress on the PPP advisory during the fiscal year. In Q4 the Chairman resigned.

PAYMENT SYSTEMS & MOBILE MONEY

The role of USAID-GEMS has been that of a facilitator for GOL entities, the MNOs and civil servants. Although seemingly convinced of the benefits of mobile money, the GOL has not taken full ownership of

the process and there are concerns that they may not maintain the momentum at the end of Q1 FY15, when USAID-GEMS interventions end.

The commitment from the GOL is required to finance the cash out fee for the salary payments via mobile money. Although there would be a significant net savings to the GOL when mMoney is expanded to more employees currently paid by check, the establishment of a budget and requisite codes for this new expenditure type has not been forthcoming.

There is currently, only one Mobile Network Operator (MNO) actively offering mMoney and others have been reluctant to join as the GOL has been slow to move past the pilot to full roll out. The capital outlay is significant and they have not been able to quantify the net benefit to their companies. Increased access to other MNOs will increase the success and lack of dependence on one operator.

The roll out of mMoney to more civil servants requires the MNOs to expand existing network coverage and merchants around the country for cashing out the payments.

ECONOMIC ADVISORY SUPPORT TO MOFDP

The ability to provide analyses for informed decision making requires available and reliable data. This is especially the case for analysis of a time series nature to enable more in-depth empirical analyses. This information is not available on a consistent basis from the required authorities. Liaisons with other institutions like the Central bank of Liberia and Liberia Institute of Statistics and Geo-Information Services (LISGIS) will be increased and reliance on other resources of data e.g., the IMF, World Bank, AfDB, etc. will enable the work to progress as much as practicable.

The economists who are to be coached and mentored often have little or no interest in doing research. The Economic Advisor would continue to emphasize the need and importance of policy makers utilizing evidence based advice as a result of some empirical analytical work or research to encourage the mentees to take initiative and generate interest.

PRESIDENT'S YOUNG PROFESSIONAL PROGRAM

The PYPs have been provided as a resource to the Department of Budget to enhance their ability to develop, execute and monitor GOL budgets. Their numbers within the unit have been challenging for management, although needed, and the MOF has provided no terms of reference to guide them in their duties. Limited training in governmental budgeting and IFMIS has been provided. The lack of internet access has restricted their ability to stay in contact with the MACs to which they are assigned or to do research in the areas requested.

V. M&E METRICS

PERFORMANCE MONITORING PLAN INDICATORS

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

Of the 55 USAID-GEMS PMP indicators, 35 or 64% had data in FY14. Of the 20 that did not have data, 14 or 70% had a reason associated with delays in GOL participation. USAID-GEMS may also be partially responsible for lack of data for seven of these 14. Of these seven indicators, five either should not have been included for this state of the project as USAID-GEMS was in the process of helping with the intervention, or should be dropped. The other two were affected by the transition of project staff.

The remaining 6 indicators without data were primarily due to indicators being unrealistic and hence no data was collected. It is possible that the other 14 indicators without data, were also unrealistic and will be considered for elimination in the upcoming PMP review.

There were 35 indicators with complete data. 22 or 63% either exceeded (over 120% of target) or met (80-120% of target) the set target. Another 8 or 23% indicators partially (50-80%) met the target.

Only 2 or 6% of the poor performing (less 50% of target) indicators were attributed GEMS while three other poor performing indicators were due to GOL or other reasons.

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

One of the major reasons for the varied performance across indicators is that they are too many and some require refinement. Other factors relate to the disruptions occasioned by Ebola and challenges related to ensuring USAID-GEMS moves at a speed where GOL would continue to drive activities.

Based on the findings of the 2014 GEMS Mid-Term Review, and weaknesses identified by USAID-GEMS and Liberia Monitoring and Evaluation Program before the review, the PMP will be substantially reviewed in the first quarter of FY15. This has become necessary to reflect the anticipated impact of the Ebola crisis and the evolving priorities of the MAC's.

ANNEX I: USAID-GEMS PERFORMANCE INDICATOR DATA TABLE

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014									
#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	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	Type of Respondent (End-User, Vendor, National Procurement Staff)	2013	All=22% End-User=15% Vendor=25% Staff=22%	-	All= 22%	GEMS has helped with the survey and action plans but PPCC has not commented on the survey nor held stakeholders to discuss it yet it is one since. The next survey was scheduled for Jan-March but not sure due to Ebola and PPCC commitment. However, it will be critical to carry out the second survey in time for June 30, 2015 GC and PPCC Annual Reports.
I-2	% of surveyed managers in targeted MACs who report using Performance Management System (i.e. M&E Plan, and or Performance Management Information System) for decision-making in past three months and can provide an example	Custom	% of managers	MAC, Manager Level (Senior, Middle, Lower), Administrative Area (FM, AM, PM, HR, IT), Core Function (CM, ICT, Training)	2015	TBD	TBD		GEMS is supporting GOL in the strengthening of administrative systems (FM, HR, AM, IT, PM), building capacity for the core functions (Training, CM, and ICT), as well as M&E. GEMS support focuses on development of (1) policies, guidelines and manuals for Business Processes and Standards, 2. Supportive Tools (paper or electronic, web-based or static, etc.), and 3. Training of Staff. As the above systems continue to be strengthened, (4) GEMS focus will be expanded in FY15 and FY16, to support GOL to develop Performance Management Systems (PMS) needed to gauge the functioning of the above systems and core functions. Ideally, a PMS consist of (i) Set of indicators measuring the adherence to various system's standards, (ii) Tools for data capture, and System for data transmission and reporting (preferably web-based self-reporting by MACs with overall analysis being done by the parent MACs. Parent MACs include; PPCC, GSA, CSA, IAA, MOPT, and MOF- e.g. PPCC can analyze % of managers <u>procurement PMS</u> by MAC

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I-3	% of surveyed LIPA clients that reported satisfaction with LIPA services (i.e. % that said it met their expectation)	Custom	% of respondents	LIPA Service (Training, Research and Consultancy, Library Services)	2014	80% (training service)	60% (training service)	80% (training service)	The survey report (November 2013) revealed that 80% of trainees were satisfied, which reflects GEMS contribution. A second survey was scheduled to be carried in 2014 but this did not take place because of effects of Ebola as there were almost no trainings taking place. Realistically, the next training cycle is Jan-March 2015. To measure the effect of this cycle, next survey is suited for June/July 2015 in time for FY15 Annual Report. The only available survey data is for % <i>trainees reporting LIPA training met their expectation</i> "for the most part", or "very much so")
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	In FY14, three MACs have deployed some form of e-Government (MOF, GSA, and NBC). The Open Government Initiative (OGI) Billboard has reportedly been up and running for most of 2013 and continued to operate in FY14. The MOF has demonstrated strong commitment to the billboard by finding local capacity to make needed repairs during breakdowns. GEMS has supported the development of E-Gov Strategy which is awaiting GOL approval. The Human Resources Orange Systems have been installed In GSA and NBC.
I-5	% change in fleet expenditures (i.e. vehicle repair & maintenance expenditures per vehicle)	Custom	% change	Overall, GEMS Partner MAC	2012/13	-	-5	-	The existing data seems very erratic and to make any meaningful analysis. Further, not much improvement was expected in this indicator because the fleet policy has been shelved.
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	Nothing has been done. This indicator will be dropped.

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
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	USD 1,599,910	USD 98, 000	The Liberia Youth Employment Program (LYEP), which was expected to save \$400,000, did not fully scale up and has subsequently been closed. The target was based on approval of pilot and launch for salary payments by mMoney with FY 14. Only a small pilot of 59 teachers was approved in late FY 14.
I-8	Number of Executive Branch Personnel Trained with USG Assistance	Custom	# of personnel	Sex	2012	0	1700	2261	In quarter 4, four additional trainings were conducted which include: Vehicle Record Keeping Tools OJT, Vehicle Maintenance Reporting/Fleet Updating OJT, Fleet Registry Update OJT, Vehicle & Generator Record Keeping Tools OJT 2 etc.
				Male		0	1500	1821	
				Female		0	200	440	
I-9	# of MACs with a USAID-GEMS trained CICTO	Custom	# of MACs	N/A	2012	0	2	-	One of the GEMS Advisors work was to advise GOL in high level policy. GEMS worked with MOPT to develop an accredited course so that the newly recommended position of Chief ICT Officer in each MAC would undergo. These Chiefs would also then form the highest decision-making council for national ICT policy and planning across government. GEMs also worked with LIPA to institutionalize the course. BUT GOL has never provided funding for recruitment nor participated in the process. The whole process has faulted. No CIOs exist to be trained.

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved									
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	-	A GEMS-supported tool exists but not tested. GEMS FM Team will work with Internal Audit Agency to discuss the content of the tool, the frequency of its use in each MAC, and the strategy for its sustainability. The first engagement with IAA will be in Oct-Dec 2014. This should find itself in the revised Work plan. It is easier for GEMS to deal with one agency than with each MAC to coordinate the assessments.
I.1-1	Number of MACs 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	This will be part of the FM Performance Monitoring System indicators. Currently, the assessment is through project progress reports.
I.1-2	# of Liberian Young Professionals deployed to MACs with USAID-GEMS support	Custom	# of people	Sex	2012	0	11	11	An impact survey was conducted in April 2014 for the PYPs. This survey concluded that the posting of young Liberians into various public sector institutions is paving the way for the younger generation to take over the leadership and management of the State. The President's Young Professionals Program is proving to be a viable means by which young people are trained and empowered to do so.
				Male			6	6	
				female			5	5	

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
I.1-3	# of partner MACs with functioning Change Management Committees or processes used to communicate information on interventions and/or results	Custom	# of MACs	N/A	2012	0	4	2	The 2014 target was four (4) - two (2) of which have been achieved but need to be maintained. Based on the GEMS 2014 Mid-Term review, the roles of Change Management Committees need to be separated from M&E. However, there is one M&E role that CMC should participate in or lead. This role will involve the development and operationalization of each MAC's Data Use Plan resulting from the MAC's PMP. It is assumed that CMCs have several other roles outside M&E. These other roles will be identified and monitored by other GEMS interventions.
IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency									
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	Initially there were six existing IFMIS users (MACs), during the year, GEMS has capacitated an additional seven MACs which have been equipped with QuickBooks, Peachtree (and GOL installing IFMIS) and are currently able to produce two key financial reports (quarterly/annual Budget Execution Reports, and Statement of Cash Receipts and Payments) from these software. This indicator will be part of the yet-to-be-developed web-based FM Performance Management System where MACs will be doing self-assessments and entering their data on-line.
I.1.1-2	# of MACs with auditable Financial Management (FM) systems	Custom	# of MACs	N/A	2012	0	6	7	Auditable system includes all of the four items 1. Use software to record transaction, 2. MAC is using a draft PFM Law compliant Procedures Manual, 3. Staffs have skills and tools, 4. MAC Passes data filling and standards. The MACs that passed the standard include GC, LIPA, GSA, CSA, MOYS, MOPT, and MOH. This indicator will be part of the yet-to-be-developed web-based FM Performance Management System where MACs will be doing self-assessments and entering their data on-line.

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
1.1.1-3	# of MACs that have developed detailed, agency-specific FM processes conforming to the PFM law, disseminated and trained staff	Custom	# of MACs	N/A	2012	0	7	7	Detailed, agency-specific FM processes entail the presence and use of a Guidelines Manual that is anchored on the PFM Law, i.e. item 2. <i>MAC is using a draft PFM Law compliant Procedures Manual</i> , of the indicator 1.1.1-2. The MACs that passed the standard include GC, LIPA, GSA, CSA, MOYS, MOPT, and MOH. This indicator will be part of the yet-to-be-developed web-based FM Performance Management System where MACs will be doing self0-assessments and entering their data on-line.
IR 1.1.2: Targeted management functions of GOL institutions strengthened									
1.1.2-1	Standardized procurement performance monitoring system developed, approved and applied in MACs by PPCC	Custom	Y/N	N/A	2013	N	N	N	GEMS PM and M&E Teams have developed a tool that assesses MACs adherence to standard procurement processes (documentation indicator). What now needs to be done is to assist PPCC to develop and institutionalize a comprehensive (beyond documentation) Procurement Performance Monitoring System that measures 1. Adherence to process (documentation), 2. Adherence to correct methods, 3. Quality of approval processes (i) Procurement Plan, (ii) Bidding Documents, (iii) Evaluation panel, (iv) Evaluation Recommendation Report. 4. Measure Contract Execution at whatever stage assessment is done for timeliness and quality. This should be a MAC self-assessment tool with PPCC collecting and analyzing forms (or go to website if web-based) and analyze to give report on procurement performance across MACs. An additional indicator will be needed to measure, the number of MACs implementing the PMS. The PMS will contain performance indicators (including the two GEMS PMP indicators, number of MACs with 90% documentation, and % improvement in methods). GEMS M&E Team will work with PPCC and their new M&E (funded through the World Bank) to develop the PMS.

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
1.1.2-2	% improvement in specification of correct procurement methods in draft procurement plans submitted to PPCC	Custom	% change	N/A	2013	-	10	-	A draft tool was developed by GEMS but is yet to be shared with GOL. No assessment in Q4 because it was budgeting (not procurement) period. The indicator should part of the yet-to-be-developed comprehensive Procurement Performance Management System (i.e. i. M&E Plan- with set of performance indicators such as 1.1.2-2, data collection methods and schedule, ii. Manual or Web-Based Performance management System, iii. Survey Instruments)
1.1.2-3	# of MACs with 90% or more of required procurement documentation in place for new procurements	Custom	# of MACs	N/A	2013	0	3	1	In each of FY14 GEMS assisted 13 MACs to conduct an assessment of the level of procurement documentation in place with 10 MACs availing the analyses data by the time of FY14 Annual Report. The performance ranged from 52.1% to 97.2%. With about a third of the MACs scoring between 80% and below 90% (PPCC, MOA, MOE), another third scored between 60% and 80% (MOPT, MOHSW, GSA), while the remaining third scored between 50% and below 60% (LIPA, GC, EPA). Only one MAC attained the required standard (FDA). Had the target been 80%, 4 MACs would have hit the target. Although only one MAC achieved the target in FY14, a similar assessment in FY13 conducted for the same MACs as in FY14, revealed that the highest score was 58.7% signifying a significant improvement in FY14. In future, the indicator should part of the yet-to-be-developed comprehensive Procurement Performance Management System.
1.1.2-4	# of MACs that have developed a HR Performance Management Policy and oriented their staff to the policy	Custom	# of MACs	N/A	2013	0	3	-	In FY2013, CSA's Performance Management System (PMS) Framework and Methods Handbook and related Toolkit (12 tools/forms/instructions in all) were completed and delivered. Further, in FY2013, a draft training plan for the Performance Management System (PMS) was launched by CSA. In early part of 2014, training on the CSA PMS was carried with GEMS

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
									support. However, because of staff changes at GEMS and the situation with Ebola, GEMS has not participated in any PMS indicator assessments if at all any have been conducted by the CSA in the later part of 2014. GEMS M&E & HR Teams will re-engage CSA for inputs in case any PMS reviews are planned
1.1.2-5	# of MACs that have conducted performance appraisals for at least 75% of their staff utilizing CSA procedures annually	Custom	% of staff	N/A	2013	0	3	-	Because of staff changes at GEMS and the situation with Ebola, GEMS has not participated in any PMS indicator assessments GEMS M&E and HR Teams will re-engage the CSA to provide inputs in case any PMS reviews are planned
1.1.2-6	# of partner MACs with 100% of required HR documentation in place	Custom	% of MACs	N/A	2012	0	3	-	Because of staff changes at GEMS and the situation with Ebola, GEMS has not participated in any PMS indicator assessments GEMS M&E and HR Teams will re-engage the CSA to provide inputs in case any PMS reviews are planned
1.1.2-7	# of partner MACs implementing merit-based recruitment	Custom	# of MACs	N/A	2013	0	3	-	Because of staff changes at GEMS and the situation with Ebola, GEMS has not participated in any PMS indicator assessments GEMS M&E and HR Teams will re-engage the CSA to provide inputs in case any PMS reviews are planned
1.1.2-8	# of MACs with 50% or more of their vehicles maintained according to GSA standards annually	Custom	# of MACs	N/A	2014	0	3	-	In FY14 Quarter 2 and 3, GEMS AM Team conducted a rapid assessment on this indicator resulting in an average of 10.03% and 2.8% respectively. The survey was done by examining only a few vehicle maintenance logs in six MACs (LIPA, CSA, GC, PPCC, NIC, and GSA). It is now clear that the first measure that ought to have been monitored is <i>average % vehicles maintained as per standards</i> so that when the numbers increase to around 60-90%, then GEMS could start to monitor % of MACs passing (80 or 90 %). These considerations will be dealt with in the next PMP review. The indicator

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
									should part of the yet-to-be-developed comprehensive Asset Management Performance Monitoring System
I.1.2-9	GOL Property Registry developed, approved and updated regularly by the GSA	Custom	Y/A	N/A	2014	N	Y	Y	<p>GEMS has worked with GSA to; 1. Synchronize/Universalize coding for all GOL assets with the new coding approved. 2. Create Spreadsheet for registration and tracking of all assets 3. Create guidelines for operation and maintenance of all large capital assets including (3.1. Vehicles, generators and motor-cycles- approved, 3.2. Real Property guidelines but not yet approved) 4. Create draft guidelines for disposal of government assets- not yet approved but actively being reviewed (merging GSA suggestions with GEMS inputs that are more, comprehensive and stringent) in readiness for approval. 5. Create GOL Property Registry (Database of all government rear estate property) which has been approved and updated regularly by the GSA.</p> <p>The next step is the creation of the comprehensive SINGLE System using software. Indeed, GEMS has just completed an assessment and design of a GOL Asset Management Application which will hopefully be web-based- the report is now ready for submission to GOL for their review/adoption.</p> <p>In the meantime (before the software), GEMS has worked with GSA and MACs in the development and use of vehicle, real property, generators, and motor-cycles management manuals and templates. GEMS has also conducted a number of trainings; 1. Introductory workshop training for more 1000 GOL staff from 14 MACs (broad-based awareness- ministers, finance, procurement, HR, IT, everyone), 2. Ten targeted technical training modules, 3. Training on coding conducted in GSA and MACs for all assets, 4. Real</p>

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
									Property asset management and maintenance training is yet to be done.
1.1.2-10	# of MACs with up to date Asset Registry (major, and non-major)	Custom	Number	Major, Non-major	2013	0	4	0	<p>An asset registry is functionally a database capturing attributes including registration, tracking, maintenance, and disposal. These assets are those worth US\$500 and a shelf-life of one year. There are major capital assets and non-major based on their value. Assets include; real estate (land, buildings etc.), vehicles and motor-cycles, generators.</p> <p>Various templates or data capture tools have been developed but <u>no software capturing complete database exist</u> since information is in disparate templates. By end of FY14, no MAC had a complete registry. <u>Hover, the real estate component of GSA registry was complete.</u></p> <p>Although no final outputs for this indicator were achieved, a number of milestones were accomplished; GEMS</p> <p>1. Conducted training on coding, and on data collection for staff with asset management responsibility, 2. Supplied spreadsheet to 13 MACs, 3. Supplied workstations (desktops) to Wave 1 MACs (LIPA, CSA, GSA, GC, NIC, PPCC), 4. Provided relevant spreadsheets to all MAC's staff existing computers.</p> <p>The reason the target was not archived was the delay in the agreement on the coding system for non-major assets but this now been resolved with GSA approving new coding system.</p>
1.1.2-11	% change in number of vehicles in operation fleet	Custom	% of change	Overall, MAC	2013	-	-10%	All=2.8%	Instead of a reduction, there was a slight increase of 19 more vehicles (2013=680, 2014=699).
1.1.2-12	# of Performance Monitoring Systems (PMS) established in	Custom	# of plans	Functional Area (FM, AM, PM, ICT, HR, LIPA, CM)	2013		14	-	There are a number of issues with this indicator. First there ought to be a very clear definition of what constitutes a Performance Monitoring System (PMS) - a system for monitoring and evaluating the performance

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
	partner MACs with USAID-GEMS support								<p>of the policies and systems being strengthened by GEMS. The current definition will be revised- PMS will be deemed as present and functional, if all or some of the following exist; (i) comprehensive list of indicators for MAC's use and USAID GEMS reporting needs, (ii) For each indicator, specification of methods, tools, and schedule of data collection, (iii) For each indicator, targets for each MAC, (iv) Data use plan specifying reporting channels and specific use of data, (v) At the time of reporting on the indicator, 80% of all indicators should have had all the applicable achievement data collected on them, (vi) A form of information management system for routine self-assessment indicators, (a) basic reporting tool, OR (b) advanced web-based dashboard that is used to capture and display achievements across MACs. Ideally such an information system ought to be developed centrally (say at GC) and operationalized across the entire government.</p> <p>There is need to measure number of PMS developed, and also the number of MACs using each of the PMSs. GEMS will deliberate on the six elements and determine (based on GEMS mandate and capacity) which ones to include in the indicator for rating whether a MAC has a PMS. The team will also weigh the approach to use, i.e. working from the parent MAC to develop system and then operationalize into the MACs or working directly with MACs to create the necessary systems. The number of MACs targeted will also be reviewed and most likely reduced. In FY14, it is not possible to determine if a MAC achieved the target because the indicator definition of a PMS was fairly ambiguous.</p>
1.1.2-13	# of MACs with IT systems that are assessed as IFMIS	Custom	# of MACs	N/A	2013	7	8	7	Tools exist for rapid assessment which was conducted in Q4 with seven MACs meeting the standard. The achievement would have been higher but serious power

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
	ready								outages rendered some systems unusable even in the cases where they had been deployed- so they were rated as dysfunctional.
1.1.2-14	# of partner MACs with a functioning IT incident management system	Custom	# of MACs	N/A	2013	0	4	7	There is a real-time basic tool for assessing this indicator (measures number of incidence reported, resolved, and outstanding). This one can be made part of a comprehensive ICT PMS. Additional new indicator will be introduced to capture continued functioning of the monitoring system.
IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened									
1.2-1	% of surveyed GOL-sponsored LIPA trainees that report "very much so" or "For the most part" for use of new knowledge and skills on the job post-training	Custom	% of surveyed trainees	Overall, Sponsor (GOL, Private, Self)	2014	Overall= 66% GOL=70 % Private=89% Self=50 %	GOL= 72%	Overall= 66% GOL=70 % Private=89% Self=50 %	The 70% compared to 50% for self-sponsored trainees shows that the LIPA training is more relevant to GOL employees and perhaps even more relevant to the private sector. However, the next surveys design need to be assuredly rigorous in order to make these inferences.
IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved									
1.2.1-1	# of new trainings offered in response to clients' performance needs identified through capacity needs assessments	Custom	# of courses	N/A	2012	0	4	21	21 (many more than the target of 4) new courses were offered in Jan/Mar 2014 and continued till end of June. There were no courses between July-September 2014
1.2.1-2	# of international certification trainings that include	Custom	# trainings	N/A	2012	0	1	5	Between FY13 and FY14, five trainings were offered as part of the international certification programs (ICAG and ATSWA) which were a one-off offer through GEMS. . Any further support for international courses is

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
	preparatory testing								not assured and GEMS will drop this indicator in the future.
IR 1.2.2: Institutional sustainability of LIPA enhanced									
1.2.2-1	Institutional sustainability plan developed and approved	Custom	Y/N	N/A	2013	N	Y	Y	No further work on this. A new indicator may be introduced in the next PMP review to measure operationalization of the plan.
1.2.2-2	# of training courses developed or revised with USAID-GEMS assistance	Custom	# of courses	N/A	2012	0	13	9	Nine courses were developed in FY14. The target was not achieved due to Ebola disruptions. An additional six courses are in the process since GEMS has developed and used them and are planning to work with LIPA so that they can be part of LIPA courses.
1.2.2-3	# of LIPA service delivery areas with corresponding M&E systems	Custom	% of services areas	N/A	2012	0	2	0	The areas are; training, research and consulting, library services (3 areas). Although no comprehensive M&E Plan for any of the three areas exist, a survey on perception of use of LIPA courses was conducted in 2013. GEMS future M&E support in this area will aim at improving and institutionalizing the client satisfaction survey. This indicator will also be revised to reflect actual GEMS support and its effect.
1.2.2-4	% of assessed LIPA trainers demonstrating mastery of adult learning techniques in observed LIPA trainings	Custom	% assessed trainers	N/A	2015	TBD	TBD	-	A tool exist but not used. GEMS (training and M&E) will work with LIPA to refine and operationalize the tool to be used after the next training which will probably start in January-March 2015.
IR 1.3: Expanded Public sector use of ICT linked to development objectives supported									
1.3-1	# of GOL ICT policies developed and approved with	Custom	# of policies	N/A	2013	0	5	3	1. National Enterprise Architecture, 2. Interoperability Framework, 3. Enhanced e-government strategy

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
	USAID-GEMS assistance								
1.3-2	# of candidates that have completed USAID-GEMS developed CICTO course	Custom	# of candidates	Modules completed/Sectors	2013	-	6	-	One of the GEMS Advisor work was to advise GOL in high level policy. GEMS worked with MOPT to develop an accredited course for a CIO so that the newly recommended position of Chief ICT Officer in each MAC would undergo. These Chiefs would also then form the highest decision-making council for national ICT policy and planning across government. GEMs also worked with LIPA to institutionalize the course. BUT GOL has never provided funding for recruitment nor participated in the process. The faltered- there was no one to train.
1.3-3	# of ICT special projects/initiatives implemented to expand access to internet resources by targeted groups	Custom	# of projects	N/A	2012	0	1	0	In addition to the core GEMS ICT support, there were some targeted special projects. This was because GEMS was aware that GOL would make such requests. These special projects include: (1) Open Government Initiative (electronic billboard project) that was done in 2013, and (2) GEMS has helped in the development a proposal for Liberia Research and Education Network but GOL has not done much on it. In the next quarter, a road map of the deployment of a fast track mini-shed services center will be developed as a special project. So, none for FY14 can be reported.
1.3.4	GOL ICT Assessment Scorecard system developed and approved	Custom	Y/N	N/A	2013	N	N	N	When fully developed, the score card translates to the ICT Performance Monitoring/Management System. The IFMIS ready checklist will be the starting point for this this score card. The design of the score card has started in earnest. A stakeholder forum was convened MOPT and the concept approved. MOPT is waiting for GEMS to make final refinements on the tool and orient MAC staff on its use through conducting of actual assessment. This is continuous self- assessment tool currently uses data capture templates but it is hoped that it will transit

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
									into a web-based data entry and reporting tool.
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively									
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	No work has been done in this area. This indicator will be revised.
I.4-2	Concessions M&E policies and procedures manual developed and approved	Custom	Y/N	N/A	2012	N	N	N	Since the concessions M&E indicators were developed, discussed with multiple stakeholders (GEMS, UNDP etc.), and approved by NBC, the next step is for GEMS to participate in the development of concessions M&E plan, complete with data collection templates/tools and the associated data collection strategy.
I.4-3	National concessions cadastre designed	Custom	Y/N	N/A	2012	0	Y	Y	Though developed, the PYPs trained to conduct analysis are losing their skills due limited internet access.
I.4-4	# of concessions agreements with finalized reporting indicators	Custom	# of Concessions	N/A	2013		4 (One per sector)	0	The achievement of this indicator will depend on the pace of implementation of the approved M&E indicators (i.e. development and implementation of concessions M&E plan)
I.4-5	# of field monitoring site visits conducted by NBC	Custom	# of visits	USAID-GEMS support or other	2013		4	4	Although initially GEMS facilitated NBC to carryout field supervision visits, this really is NBC's responsibility. However, with the eventual operationalization of concessions M&E plan, these field visits should transition into structured data collection sessions for the routinely collected indicators within the M&E plan. (Quarterly, Semi-Annually)

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
1.4-6	# CGEs with demonstrated capacity to utilize geospatial tools for concessions-related analysis and management.	Custom	# of requests	N/A	2013	0	-	0	The PYPs are designated to play the analytical role. Although four (4) have been trained to use FLEXICADASTRE software. They can no longer be relied up on since they continue to loose acquired knowledge due to lack of internet and other factors affecting their work such as Ebola
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards									
1.5-1	# of GOL employees paid via mobile money	Custom	# of GOL employees	Sex	2012	0	1	59	Mobile Money Payments Teacher Pilot Project (November 2012) revealed that on average it took a day to receive salaries after checks have been cleared. One Additional teacher was paid during August and September
				Male		0	1	49	
				Female		0		10	
1.5-2	% of GOL revenues payments transferred via electronic payments	Custom	% of payments	N/A	2013	28%	40%	23%	The FY2014 actual estimated as average of Quarter 1 (23%) and Quarter 3 (20%). Data for this indicator is difficult to acquire and indicator may be dropped in the next PMP review.
Cross-cutting Results: Gender									
1	# of MACs with gender equitable EEO policies or guidelines	Custom	# of MACs	N/A	2013	0	3	2	GEMS assisted NBC and GSA to develop and use EEO policies in their staff recruitment.
2	# of MACs reporting on gender of applicants for advertised staff positions	Custom	# of MACs	N/A	2014	0	2	2	FDA and MOA

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
1	Number of USG supported anti-corruption measures implemented (2.2.4-7)	F Indicator	# of measures	N/A	2012	N/A	8	7	1. Mobile money reduces corruption by eliminating checks which are usually stolen 2. Most or All Asset Management activities have direct effect on corruption reduction. In FY2014, GEMS assisted in the development of GOL assets disposal guidelines that have potential effects on loss of government assets. 3. The Open Government Initiative e-Billboard project provides MOF with a transparency tool and related procedures. Transparency and accountability are key anti-corruption measures. 4. USAID-GEMS is providing safe and secure IT platforms in all of our MACs that enable strong oversight and control of administrative information systems; which are also key anti-corruption measures. 5. The IT handbook that we are assisting the MOPT with, besides encouraging good practice, also has mechanisms that will help the fight against corruption e.g. it encourages the use of organizational email facilities over which the institution has control, rather than in Liberia the customary use of personal Gmail-type accounts for official correspondence. 6. "Data of common use items, specifications and indicative prices developed and posted on PPCC website in July 2014."
2	# of training days provided to executive branch personnel with USG assistance (2.2.2-6)	F Indicator	# of days	Sex	2013	1723	1500	1,585	In quarter 4, only four OJTs were conducted and these OJTs were not a day trainings.

USAID-GEMS FY14 Annual Report Annex I: Performance Indicator Data Table: July 1, 2013- September 30, 2014

#	Indicators	Indicator Type	Unit of Measure	Dis-aggregation	Baseline Year (USFY)	Baseline Value	USAID FY 2014 Target	USAID FY 2014 Actual	2014 Description
				Male		1365		977	
				Female		358		1431	
3	# of government officials receiving USG-supported anti-corruption training (2.2.4-2)	F Indicator	# of officials	Sex	2013	691	1000	1398	In quarter 4, four additional trainings were conducted which include: Vehicle Record Keeping Tools OJT, Vehicle Maintenance Reporting/Fleet Updating OJT, Fleet Registry Update OJT, Vehicle & Generator Record Keeping Tools OJT 2
				Male			800	1145	
				Female			200	253	

USAID-GEMS Performance Indicator Data Table: FY 2014

#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
USAID-GEMS supported MACs perform targeted public sector functions more effectively (under USAID/Liberia DOI)										
1-1	-		-	This survey will be conducted in first quarter 2015		USAID-GEMS will support PPCC to conduct this survey in third quarter 2015		GEMS has helped with the survey and action plans but PPCC has not commented on the survey nor held stakeholders to discuss it yet it is one since. The next survey was scheduled for Jan-March but not sure due to Ebola and PPCC commitment. However, it will be critical to carry out the second survey in time for June 30, 2015 GC and PPCC Annual Reports.	-	All = 22%

USAID-GEMS Performance Indicator Data Table: FY 2014										
#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
I-2	0	This survey will be implemented on a rolling basis in MACs as performance data is collected and made available to them in subsequent quarters	0	Data collection in this area has not started	0	Data collection in this area has not started	-	GEMS is supporting GOL in the strengthening of administrative systems (FM, HR, AM, IT, PM), building capacity for the core functions (Training, CM, and ICT), as well as M&E. GEMS support focuses on development of (1) policies, guidelines and manuals for Business Processes and Standards, 2. Supportive Tools (paper or electronic, web-based or static, etc.), and 3. Training of Staff. As the above systems continue to be strengthened, (4) GEMS focus will be expanded in FY15 and FY16, to support GOL to develop Performance Management Systems (PMS) needed to gauge the functioning of the above systems and core functions.	TBD	
I-3	-	GEMS M&E work with LIPA to systematize data collection and reporting on these data will begin once LIPA M&E Director position is approved and filled	0	GEMS and LIPA will conduct a follow survey at the of LIPA's training cycle	0	This survey is expected to be conducted at the end of LIPA's training cycle	-	A second survey was scheduled to be carried in 2014 but this did not take place because of effects of Ebola as there were almost no trainings taking place. Realistically, the next training cycle is Jan-March 2015. To measure the effect of this cycle, next survey is suited for June/July 2015 in time for FY15 Annual Report. The only available survey data is for % trainees reporting LIPA training met their expectation "for the most part", or "very much so")	60 (Training services)	-

USAID-GEMS Performance Indicator Data Table: FY 2014

#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
I-4	1 (MOF Billboard)	The OGI Billboard has reportedly been up and running for most of the past year. The MOF has demonstrated strong commitment to the billboard by finding local capacity to make needed repairs during breakdowns.	0	Is awaiting completion and acceptance of E-Gov. strategy	2	Human Resources Orange Systems have been installed In GSA and NBC	0	In quarter 4, no e-government activity has been deployed. However, during quarter 1 and 2, three MACs received some form of e-government MOF, GSA, and NBC). The Open Government Initiative (OGI) Billboard has reportedly been up and running for most of 2013 and continued to operate in FY14. The MOF has demonstrated strong commitment to the billboard by finding local capacity to make needed repairs during breakdowns. GEMS has supported the development of E-Gov Strategy which is awaiting GOL approval. The Human Resources Orange Systems have been installed In GSA and NBC.	6	3

USAID-GEMS Performance Indicator Data Table: FY 2014

#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
I-5	0	To date, financial data on fleet expenditures has not been made available by GEMS partner MACs	0	Fleet policy not implemented. Operational vehicles in 5 MACs (LIPA, NIC, PPCC, CSA and GC) are now following procedures in vehicle maintenance and record keeping.	-	This indicator will be revised due to the fact that joint equity part of the fleet policy has been shelved for the moment	0	The existing data seems very erratic and to make any meaningful analysis. Further, not much improvement was expected in this indicator because the fleet policy has been shelved.	-5	-
I-6	-		0	The design of the Geospatial tool is in process	0	Four (4) PYPs have been trained to use the FLEXICADASTRE software	0	Nothing has been done in this quarter. This indicator will be dropped.	-	0

USAID-GEMS Performance Indicator Data Table: FY 2014

#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
I-7	0	Additional cost savings will come as mobile money is scaled up at MOE with USAID-GEMS support in subsequent quarters	0	Additional cost savings will come as mobile money is scaled up at MOE with USAID-GEMS support in subsequent quarters	98,000.00 USD	The Liberia Youth Employment Program (LYEP) has saved a total of 98,000.00 USD in ten months (June 2013 – March 2014)	-	The Liberia Youth Employment Program (LYEP) has been closed. Therefore, no data is reported for this quarter 4. The data on saving was provided already aggregated.	1,599,910	98,000.00 USD
I-8	474	In this quarter, trainings conducted included; preventive maintenance, introductory workshops, IT service management, Accounting and reporting, gender needs assessment and mainstreaming, Library management, E-government strategy stakeholders, on-the-job	1068	In quarter 2, trainings conducted included; procurement, change management and measurement, Human Resources Management and Asset Management. OJTs for Financial Management, IT etc. were also conducted.	355	In this quarter 3, 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.	364	In quarter 4, four additional trainings were conducted which include: Vehicle Record Keeping Tools OJT, Vehicle Maintenance Reporting/Fleet Updating OJT, Fleet Registry Update OJT, Vehicle & Generator Record Keeping Tools OJT 2 etc.	1700	2261

USAID-GEMS Performance Indicator Data Table: FY 2014										
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		trainings in procurement								
M	379		834		300		308		1500	1821
F	95		234		55		56		200	440
I-9	0	Sufficient CICTOs have not been hired to justify conduct of training course	0	No CICTOs have been funded by GOL	0	No CICTOs have been funded by GOL	-	One of the GEMS Advisors work was to advise GOL in high level policy. GEMS worked with MOPT to develop an accredited course so that the newly recommended position of Chief ICT Officer in each MAC would undergo. These Chiefs would also then form the highest decision-making council for national ICT policy and planning across government. GEMS also worked with LIPA to institutionalize the course. BUT GOL has never provided funding for recruitment nor participated in the process. The whole process has faulted. No CIOs exist to be trained.	2	-
I-10	0	The first round of FM process assessments should be completed in all Wave I MACs by the end of Q2	0	Tools have been introduced. MACs have been taught the usage of these tools and the process is ongoing	0	Tools have been introduced but not fully utilized	-	A GEMS-supported tool exists but not tested. GEMS FM Team will work with Internal Audit Agency to discuss the content of the tool, the frequency of its use in each MAC, and the strategy for its sustainability. The first engagement with IAA will be in Oct-Dec 2014. This should find itself in the revised Work plan. It is easier for GEMS to deal with one agency than with each MAC to coordinate the assessments.	3	-

USAID-GEMS Performance Indicator Data Table: FY 2014										
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IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved										
1.1-1	0	Additional discussion is required with USAID to clarify the definition of this indicator	0	A budget execution template has been put in place. MACs are utilizing it to track what they have spent	2	GC and MOE have reached the milestone to pass this indicator	0	In quarter 4, nothing was done. This will be part of the FM Performance Monitoring System indicators. Currently, the assessment is through project progress reports.	3	2
1.1-2	11	The PYPPs have been assigned at the ministry of Finance and USAID-GEMS Ministry of Post and Telecommunications	0	The PYPPs have been assigned at the ministry of Finance and USAID-GEMS Ministry of Post and Telecommunications	0	The PYPPs have been assigned at the ministry of Finance and USAID-GEMS Ministry of Post and Telecommunications	0	An impact survey was conducted in April for the PYPs. This survey conclusion indicated that The posting of young Liberians into various public sector institutions is paving the way for the younger generation to take over the leadership and management of the State. The President's Young Professionals Program is proving to be a viable means by which young people are trained and empowered to do so.	11	11
Males	6								6	
Females	5								5	

USAID-GEMS Performance Indicator Data Table: FY 2014										
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1.1-3	0	Data collection in the area is on-going	2	LIPA and GSA change management committee continue to publish results on interventions in back office operations	0	No new communications have been published in this quarter	0	In quarter 4, no new communications have been produced. Based on the GEMS 2014 Mid-Term review, the roles of Change Management Committees need to be separated from M&E. However, there is one M&E role that CMC should participate in or lead. This role will involve the development and operationalization of each MAC's Data Use Plan resulting from the MAC's PMP. It is assumed that CMCs have several other roles outside M&E. These other roles will be identified and monitored by other GEMS interventions.	4	2
IR 1.1.1: Compliance of partner GOL institutions with PFM law increased in order to promote transparency, accountability, and efficiency										
1.1.1-1	8 (GC, LIPA plus 6 baseline IFMIS users)	No new MACs completed key milestones required to pass this indicator in Q1	5	5 additional MACs have reached key milestones required to pass this indicator	0	MACs are still using FM software tools. No new one has been added yet	0	This indicator will be part of the yet-to-be-developed web-based FM Performance Management System where MACs will be doing self-assessments and entering their data on-line. No new data reported for quarter 4	10	13

USAID-GEMS Performance Indicator Data Table: FY 2014										
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I.1.1-2	0	No new MACs completed key milestones required to pass this indicator in Q	7	All wave I institutions have reached the milestones required to pass this indicator	0	Manuals have been approved for two of our MACs; drafts have been submitted to seven others. Training of FM staff is progress	7	Auditable system includes all of the four items 1. Use software to record transaction, 2. MAC is using a draft PFM Law compliant Procedures Manual, 3. Staffs have skills and tools, 4.MAC Passes data filling and standards. The MACs that passed the standard include GC, LIPA, GSA, CSA, MOYS, MOPT, and MOH. This indicator will be part of the yet-to-be-developed web-based FM Performance Management System where MACs will be doing self-assessments and entering their data on-line.	6	7
I.1.1-3	1 (GC)	No new MACs completed key milestones required to pass this indicator in Q1	0	Job descriptions are in place, review of processes are ongoing, specific processes have been developed	1	MOE has reached the milestone to pass this indicator	7	Detailed, agency-specific FM processes entail the presence and use of a Guidelines Manual that is anchored on the PFM Law, i.e. item 2. MAC is using a draft PFM Law compliant Procedures Manual, of the indicator 1.1.1-2. The MACs that passed the standard include GC, LIPA, GSA, CSA, MOYS, MOPT, and MOH. This indicator will be part of the yet-to-be-developed web-based FM Performance Management System where MACs will be doing self0-assessments and entering their data on-line.	7	7

USAID-GEMS Performance Indicator Data Table: FY 2014										
#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
IR 1.1.2: Targeted management functions of GOL institutions strengthened										
1.1.2-1	N	Engagement in this area has not yet started. Tools have been developed but will need the consensus of PPCC for approval	N	Tools have been tested in ten MACs, report generated to be discussed with PPCC for adoption and application to other MACs	N	Tools have been tested in ten MACs, report generated to be discussed with PPCC for adoption and application to other MACs	N	GEMS PM and M&E Teams have developed a tool that assesses MACs adherence to standard procurement processes (documentation indicator). What now needs to be done is to assist PPCC to develop and institutionalize a comprehensive (beyond documentation) Procurement Performance Monitoring System that measures 1. Adherence to process (documentation), 2. Adherence to correct methods, 3. Quality of approval processes (i) Procurement Plan, (ii) Bidding Documents, (iii) Evaluation panel, (iv) Evaluation Recommendation Report. 4. Measure Contract Execution at whatever stage assessment is done for timeliness and quality	N	N
1.1.2-2	0	Procurement plan reviews will be conducted in Q2 2014 as drafts for the next fiscal year are submitted to PPCC	0	Procurement plan review will be conducted in quarter 3	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	-	A draft tool was developed by GEMS but is yet to be shared with GOL. No assessment in Q4 because it was budgeting (not procurement) period. The indicator should part of the yet-to-be-developed comprehensive Procurement Performance Management System (i.e. i. M&E Plan- with set of performance indicators such as 1.1.2-2, data collection methods and schedule, ii. Manual or Web-Based Performance management System, iii. Survey Instruments)	10	-

USAID-GEMS Performance Indicator Data Table: FY 2014

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1.1.2-3	0	Baseline data has been collected for 7 MACs to date on procurement documentation. The average % of documents present was 51.6%.	0	Additional baseline data has been collected for 5 MACs to date on procurement documentation. The average % of documents present was 58.7%.	0	Twelve (12) MACs assessed scored average percentage of 55.1 %. However, scores range from 10 – 80 %	0	No assessment in quarter 4 was done because it was budgeting (not procurement) period. It is now clear that the first measure that ought to have been monitored is <i>average % documentation</i> so that when the numbers increase to around 60-90%, then GEMS could start to monitor % of MACs passing (80 or 90 %?). These considerations will be dealt with in the next PMP review. The indicator should part of the yet-to-be-developed comprehensive Procurement Performance Management System.	3	0
1.1.2-4	0	HR work in this area is on-going.	0	MACs are being trained in the usage of the PMS	0	This indicator will be reviewed when revising the PMP	-	In early part of 2014, training on the CSA PMS was carried with GEMS support. However, because of staff changes at GEMS and the situation with Ebola. GEMS has not participated in any PMS indicator assessments if at all any have been conducted by the CSA in the later part of 2014. GEMS M&E and HR Teams will re-engage the CSA to provide inputs in case any PMS reviews are planned	3	-

USAID-GEMS Performance Indicator Data Table: FY 2014										
#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
1.1.2-5	0	HR work in this area is on-going.	0	Training for HR Directors for all 14 MACs has been conducted; handbook has been developed for supervisors and three difference forms for PMS cycle.	0	The performance appraisal exercise is expected to start in January 2015	-	Because of staff changes at GEMS and the situation with Ebola, GEMS has not participated in any PMS indicator assessments if at all any have been conducted by the CSA in the later part of 2014. GEMS M&E and HR Teams will re-engage the CSA to provide inputs in case any PMS reviews are planned	3	-
1.1.2-6	0	Baseline data will be collected for all Wave 1 MACs by the end of Q2 2014	0	A checklist has been developed, file review ongoing	0	A checklist has been developed, file review ongoing	-	Because of staff changes at GEMS and the situation with Ebola, GEMS has not participated in any PMS indicator assessments if at all any have been conducted by the CSA in the later part of 2014. GEMS M&E and HR Teams will re-engage the CSA to provide inputs in case any PMS reviews are planned	3	-
1.1.2-7	0	A draft recruitment assessment tool has been developed and will be pilot-tested in the Q2 2014	0	Recruitment manual has been developed and approved	0	The plan for the implementation of the merit-based recruitment system is being discussed	-	Because of staff changes at GEMS and the situation with Ebola, GEMS has not participated in any PMS indicator assessments if at all any have been conducted by the CSA in the later part of 2014. GEMS M&E and HR Teams will re-engage the CSA to provide inputs in case any PMS reviews are planned	3	-

USAID-GEMS Performance Indicator Data Table: FY 2014

#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
1.1.2-8	0	USAID-GEMS Assets staff will continue to work with partner MACs to improve reporting on this indicator	0	To date, 5 wave I MACs have maintained vehicles according to GSA standards(LI PA, CSA, GC, PPCC, and NIC) 10.03%	0	Fifty six vehicles maintained according to GSA standards. The % maintained is 2.8	-	No data reported for quarter 4. The indicator should part of the yet-to-be-developed comprehensive Asset Management Performance Monitoring System	3	-
1.1.2-9	0	STTA for development of this registry is planned for subsequent quarters of 2014	Y	GOL owned properties registry has been developed and approved by the GSA. Interview for Building Management STTA complete	Y	The target for this indicator has been met	Y	GEMS has worked with GSA and MACs in the development and use of vehicle, real property, generators, and motor-cycles management manuals and templates. GEMS has also conducted a number of trainings; 1. Introductory workshop training for more 1000 GOL staff from 14 MACs (broad-based awareness- ministers, finance, procurement, HR, IT, everyone), 2. Ten targeted technical training modules, 3. Training on coding conducted in GSA and MACs for all assets, 4. Real Property asset management and maintenance training is yet to be done.	Y	Y

USAID-GEMS Performance Indicator Data Table: FY 2014

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1.1.2-10	0	Data collection and reporting systems for this indicator will be developed and tested in Q2 2014	0	Training has been provided to 12 wave 1 and 2 MACs on data collection and procedures on asset registry	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.	0	Various templates or data capture tools have been developed but no software capturing complete database exist since information is in disparate templates. By end of FY14, no MAC had a complete registry. However, the real estate component of GSA registry was complete. Although no final outputs for this indicator were achieved, a number of milestones were accomplished; GEMS 1. Conducted training on coding, and on data collection for staff with asset management responsibility, 2. Supplied spreadsheet to 13 MACs, 3. Supplied workstations (desktops) to Wave 1 MACs (LIPA, CSA, GSA, GC, NIC, PPCC), 4. Provided relevant spreadsheets to all MAC's staff existing computers. The reason the target was not archived was the delay in the agreement on the coding system for non-major assets but this now been resolved with GSA approving new coding system.	4	0

USAID-GEMS Performance Indicator Data Table: FY 2014										
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1.1.2-11	0	Data for this indicator was not reported by the GSA this quarter	0	Fleet registry has been developed and is currently being updated. Data collection for this indicator is ongoing	0	This indicator will be revised due to shelving of the joint equity component of the fleet policy	1.5%	Instead of a reduction, there was a slight increase of 10 more vehicles (2013=689, 2014=699).	-10	1.5%
1.1.2-12	1 (GSA New Fleet Policy)	Deployment of the MAC-level back office indicator quarterly report will begin in earnest in Q2 in all MACs. PMS will be considered to be in place once there is data for at least 50% of the indicators that has been shared with MAC managers and/or CMCs	0	USAID-GEMS supported MACs continued to receive training, tools for the implementation of the performance monitoring systems.	0	The establishment of performance monitoring systems in partner MACs has not started. This indicator will be reworded or removed during the PMP review	-	There is need to measure number of PMS developed, and also the number of MACs using each of the PMSs. GEMS will deliberate on the six elements and determine (based on GEMS mandate and capacity) which ones to include in the indicator for rating whether a MAC has a PMS. The team will also weigh the approach to use, i.e. working from the parent MAC to develop system and then operationalize into the MACs or working directly with MACs to create the necessary systems. The number of MACs targeted will also be reviewed and most likely reduced. In FY14, it is not possible to determine if a MAC achieved the target because the indicator definition of a PMS was fairly ambiguous.	14	-

USAID-GEMS Performance Indicator Data Table: FY 2014										
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1.1.2-13	7 (Wave 1)	Data for this indicator will be updated once the next round of IT equipment is procured and installed in Wave 2 MACs	0	5 out of 7 MACs which have been re-assessed are now IFMIS ready. This setback is caused by a lack of safe and reliable electricity	0	All seven(7) wave 1 have been re-assessed as IFMIS ready	7	Tools exist for rapid assessment which was conducted in Q4 with seven MACs meeting the standard. The achievement would have been higher but serious power outages rendered some systems unusable even in the cases where they had been deployed- so they were rated as dysfunctional.	8	7
1.1.2-14	0	The IT incident management software is being pilot-tested in the USAID-GEMS offices currently. Once testing is complete and sufficient resources are in place to support its deployment, MAC-level systems will be brought on line.	4	Four (4) MACs (MOF, GSA, NIC and MOHSW) have IT incident management systems operational	3	Three additional wave 1 MACs have IT incident management systems operational	7	There is a real-time basic tool for assessing this indicator (measures number of incidence reported, resolved, and outstanding). This one can be made part of a comprehensive ICT PMS. Additional new indicator will be introduced to capture continued functioning of the monitoring system.	4	7

USAID-GEMS Performance Indicator Data Table: FY 2014										
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IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened										
1.2-1	-	GEMS M&E work with LIPA to systematize data collection and reporting on these data will begin once LIPA M&E Director position is approved and filled	0	GEMS and LIPA will do follow-up survey at the end of LIPA's training cycle	0	This survey is expected to be conducted at the end of LIPA's training cycle	70%	The 70% compared to 50% for self-sponsored trainees shows that the LIPA training is more relevant to GOL employees and perhaps even more relevant to the private sector. However, the next surveys design need to be assuredly rigorous in order to make these inferences.	GOL 72%	70%
1.2-2	-	This indicator can only be calculated at the end of the GOL FY.	0	This indicator can only be calculated at the end of GOL FY	0	Data on this indicator will be available in Q4	-	GEMS has not so far managed to acquire the FY14 revenues due to staff shortage at LIPA as a result of Ebola disruptions. GEMS contribution in FY13 was mainly due to major infrastructural improvements that made LIPA facilities attractive to more paying clients. There was also a large increase in the number of GEMS-supported courses that were offered which brought more revenue. The future targets will need to be revised upwards.	5%	-

USAID-GEMS Performance Indicator Data Table: FY 2014										
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IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved										
1.2.1-1	0	No additional new trainings were added this quarter. The next certification training that is being developed will be ITIL course.	21	Twenty one (21) new courses have been developed in response to clients identified performance needs	0	The 21 new courses developed are ongoing	-	21 (many more than the target of 4) new courses were offered in Jan/Mar 2014 and continued till end of June. There were no courses between July-September 2014	4	21
1.2.1-2	2 (Accounting courses)	The Accounting courses will continue until July 2014 with a possibility of extension	3	Three (3) (ATSWA 3; ICAG 2; additional professional and Technician courses are ongoing	0	The additional professional technician courses developed are ongoing until September 2014	-	Between FY13 and FY14, five trainings were offered as part of the international certification programs (ICAG and ATSWA) which were a one-off offer through GEMS. . Any further support for international courses is not assured and GEMS will drop this indicator in the future.	1	5
IR 1.2.2: Institutional sustainability of LIPA enhanced										
1.2.2-1	N	Draft has been developed and submitted to LIPA Management for review	Y	Plan has been developed and approved	Y	The target for this indicator has been met	Y	No further work on this. A new indicator may be introduced in the next PMP review to measure operationalization of the plan	Y	Y

USAID-GEMS Performance Indicator Data Table: FY 2014										
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1.2.2-2	0	No additional training courses were developed or revised this quarter	9	In this quarter, nine (9) new courses have been developed	0	The nine new courses developed in quarter 2 are ongoing	0	Nine courses were developed in FY14. The target was not achieved due to Ebola disruptions. An additional six courses are in the process since GEMS has developed and used them and are planning to work with LIPA so that they can be part of LIPA courses.	13	9
1.2.2-3	1 (Training)	LIPA continues to collect and utilize training feedback forms. . Additional M&E systems will work will take place over the course of the year.	0	LIPA continues to collect and utilize training feedback forms. . Additional M&E systems will work will take place over the course of the year.	0	USAID-GEMS M&E unit will work in collaboration with LIPA to finalize the establishment of an M&E system	0	The areas are; training, research and consulting, library services (3 areas). Although no comprehensive M&E Plan for any of the three areas exist, a survey on perception of use of LIPA courses was conducted in 2013. GEMS future M&E support in this area will aim at improving and institutionalizing the client satisfaction survey. This indicator will also be revised to reflect actual GEMS support and its effect.	2	0
1.2.2-4	0	M&E systems development for this indicator will begin in Q2 2014	0	A tool has been developed and will be tested	0	This survey will be administered all along the training cycle -August-October	-	A tool exist but not used. GEMS (training and M&E) will work with LIPA to refine and operationalize the tool to be used after the next training which will probably start in January-March 2015.	60	-

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IR 1.3: Expanded Public sector use of ICT linked to development objectives supported										
1.3-1	-		0	Enterprise Architecture and E-Gov. policy development is in progress	0	The interoperability framework is complete	3	1. National Enterprise Architecture, 2. Interoperability Framework, 3. Enhanced e-government strategy	5	3
1.3-2	0	Development of training courses has been done, conducted CICTO TOT training but GOL will have to identify and employ CICTO before the course can be administered	0	No CICTOs have been funded by GOL	0	No CICTOs have been funded by GOL	-	GEMS worked with MOPT to develop an accredited course for a CIO so that the newly recommended position of Chief ICT Officer in each MAC would undergo. These Chiefs would also then form the highest decision-making council for national ICT policy and planning across government. GEMs also worked with LIPA to institutionalize the course. BUT GOL has never provided funding for recruitment nor participated in the process. The faltered- there was no one to train.	6	-

USAID-GEMS Performance Indicator Data Table: FY 2014

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1.3-3			0	A proposal has been developed for Liberia Research and Education network as well as to allocate CCL bandwidth to GOL. Pending GOL decision on divestiture of GOL portion of CCL	0	None has been done	0	GEMS has helped in the development a proposal for Liberia Research and Education Network but GOL has not done much on it. In the next quarter, a road map of the deployment of a fast track mini-shed services center will be developed as a special project. So, none for FY14 can be reported.	1	0

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1.3-4	0	Assessment in this area is on-going	0	Assessment in this area is on-going	0	None has been done	N	When fully developed, the score card translates to the ICT Performance Monitoring/Management System. The IFMIS ready checklist will be the starting point for this this score card. The design of the score card has started in earnest. A stakeholder forum was convened MOPT and the concept approved. MOPT is waiting for GEMS to make final refinements on the tool and orient MAC staff on its use through conducting of actual assessment. This is continuous self- assessment tool currently uses data capture templates but it is hoped that it will transit into a web-based data entry and reporting tool.	N	N
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively										
1.4-1	0	Work in this area will begin next quarter.	0	Calibration of two agricultural concessions models is in process	0	This indicator will be deleted when reviewing the PMP	0	No work has been done in this area. This indicator will be revised.	4 (One Per sector)	0

USAID-GEMS Performance Indicator Data Table: FY 2014

#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
1.4-2	N	USAID-GEMS continues to support the NBC's M&E unit to make progress in standardizing its M&E tools and systems. As these are finalized and approved, they will be added to the draft M&E manual that USAID-GEMS prepared for the NBC last year.	N	Concessions reporting templates developed in quarter 1 are being reviewed and revised	N	Same as Quarter 2	N	Since the concessions M&E indicators were developed, discussed with multiple stakeholders (GEMS, UNDP etc.), and approved by NBC, the next step is for GEMS to participate in the development of concessions M&E plan, complete with data collection templates/tools and the associated data collection strategy.	N	N
1.4-3	N	Cadastre design should be finalized in Q2 with STTA	N	Cadastre design will be finalized by 31 May 2014.	Y	National Concessions Cadastre has been designed	Y	Though developed, the PYPs trained to conduct analysis are losing their skills due limited internet access.	Y	Y

USAID-GEMS Performance Indicator Data Table: FY 2014

#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
1.4-4	0	USAID-GEMS assisted the NBC in conducting a meeting of all CGEs to develop draft lists of standardized indicators. Work on finalizing these lists will continue throughout the year with USAID-GEMS support.	0	Concessions reporting templates developed in quarter 1 are being reviewed and revised	9	Same as Quarter 2	0	The achievement of this indicator will depend on the pace of implementation of the approved M&E indicators (i.e. development and implementation of concessions M&E plan)	4 (One per sector)	0
1.4-5	2	Both visits were made without GEMS support. The NBC monitored LAC and LIBINCO in Buchanan	2	Two visits were made without GEMS financial support. The NBC monitored China Union and LIBINCO	0	No visit has been conducted in this quarter	0	Although initially GEMS facilitated NBC to carryout field supervision visits, this really is NBC's responsibility. However, with the eventual operationalization of concessions M&E plan, these field visits should transition into structured data collection sessions for the routinely collected indicators within the M&E plan. (Quarterly, Semi-Annually). No data reported for quarter 4	4	4

USAID-GEMS Performance Indicator Data Table: FY 2014										
#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
1.4-6	0		0	Geospatial tools are being designed		Four (4) PYPs have been trained to use the FLEXICADASTRE software	0	The PYPs are designated to play the analytical role. Although four (4) have been trained to use FLEXICADASTRE software. They can no longer be relied up on since they continue to loose acquired knowledge due to lack of internet and other factors affecting their work such as Ebola	-	0
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards										
1.5-1	0	Additional mobile money roll-out will begin in subsequent quarters as MOE payroll is cleaned	0	MOE has proposed to commence the enrollment of teachers in two remote counties, provided that the MOF Minister convenes a meeting of all parties (including CSA, MOE, CBL and Lonestar) to confirm that GOL will	58	Fifty eight teachers have been paid via mobile money	1	Mobile Money Payments Teacher Pilot Project (November 2012) revealed that on average it took a day to receive salaries after checks have been cleared. One Additional teacher was paid during August and September	1	59

USAID-GEMS Performance Indicator Data Table: FY 2014										
#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
				pay for the initial cash-out fee.						
1.5-2	23	These days are based on the most recent three-month period for which up to date data is available: Sept-Nov. 2013	0	Data on this indicator will be available in quarter 3	20	AYSCUDA and TAS collection show 20% of revenue collected	-	*The FY2014 actual estimated as average of Quarter 1 (23%) and Quarter 3 (20%). Data for this indicator is difficult to acquire and indicator may be dropped in the next PMP review.	40	23%
1	0	No new HR P&P manuals with EEO policies were approved this quarter.	2	Two MACs have developed policies or guidelines (NBC and GSA) on equal employment opportunities	0	Five policies or guidelines are in final draft stage awaiting approval	-	GEMS assisted NBC and GSA to develop and use EEO policies in their staff recruitment. No data reported for quarter 4	3	2
2	0	Pilot MACs for this intervention will be identified in Q2 2014.	2	Two MACs are reported to have information on this indicator(FDA and MOA)	0	USAID-GEMS does not have control over this indicator and will revise it during the PMP revision	-	No data reported for quarter 4	2	2

USAID-GEMS Performance Indicator Data Table: FY 2014										
#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
1	0	Intervention in this area should be produced in Q2 2014	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	0	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	6	1. Mobile money reduces corruption by eliminating checks which are usually stolen 2. Most or All Asset Management activities have direct effect on corruption reduction. In FY2014, GEMS assisted in the development of GOL assets disposal guidelines that have potential effects on loss of government assets. 3. The Open Government Initiative e-Billboard project provides MOF with a transparency tool and related procedures. Transparency and accountability are key anti-corruption measures. 4. USAID-GEMS is providing safe and secure IT platforms in all of our MACs that enable strong oversight and control of administrative information systems; which are also key anti-corruption measures. 5. The IT handbook that we are assisting the MOPT with, besides encouraging good practice, also has mechanisms that will help the fight against corruption e.g. it encourages the use of organizational email facilities over which the institution has control, rather than in Liberia the customary use of personal Gmail-type accounts for official correspondence. 6. "Data of common use items, specifications and indicative prices developed and posted on PPCC website in July 2014."	8	7

USAID-GEMS Performance Indicator Data Table: FY 2014

#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
2	396	In this quarter, trainings conducted included; preventive maintenance, introductory workshops, IT service management, Accounting and reporting, gender needs assessment and mainstreaming, Library management, E-government strategy stakeholders, on-the-job trainings in procurement	366	In quarter 2, trainings conducted included; procurement, change management and measurement, Human Resources Management and Asset Management . OJTs for Financial Management , IT etc. were also conducted.	823	In this quarter 3, 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.	0	In quarter 4, only four OJTs were conducted and these OJTs were not a day trainings	1500	1,585
M	304		285		194		194			783
F	92		81		629		629			802

USAID-GEMS Performance Indicator Data Table: FY 2014

#	USAID FY 2013 Q1 Actual (Oct-Dec 2013)	Description	USAID FY 2014 Q2 Actual (Jan-Mar 2014)	Description	USAID FY 2014 Q3 Actual (Apr-June 2014)	Description	USAID FY 2014 Q4 Actual (July-Sept 2014)	Description	USAID FY 2014 Target	Actual to date
3	262	In this quarter, trainings conducted included; preventive maintenance, introductory workshops, Accounting and reporting, QuickBooks Recording invoices on-the-job training	843	In quarter 2, anti-corruption trainings included; introduction to FM Policies & Procedures Manual, procurement committee workshops, vehicle/generator record keeping tools, Journalization of transaction, procurement for end users, closing journal entries, generator preventive maintenance etc.	142	In this quarter 3, 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.	151	In quarter 4, four additional trainings were conducted which include: Vehicle Record Keeping Tools OJT, Vehicle Maintenance Reporting/Fleet Updating OJT, Fleet Registry Update OJT, Vehicle & Generator Record Keeping Tools OJT 2 etc.	1000	1398
M	220		663		127		135		800	1145
F	42		180		15		16		200	253

ANNEX 2: USAID-GEMS WORKPLANS FOR Q1 FY 2015

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Financial Management					
ICT Infrastructure to Support Financial Management	Utilization of IFMIS for accounting and reporting with spread sheets to support additional analysis				
Support the full implementation of IFMIS and use of Software tools for analysis	Financial Reports and analysis produced using FM software or spreadsheet tools, reports will be more accurate and easier to produce				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
Sustain implementation of Financial Management Software tools					
MTEF Budget Formulation and Execution Processes	Agency staff has software tools available to create and monitor MTEF budgets.				
Continue to develop, document and support implementation of improved MTEF budget formulation and execution processes.					# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
Accounting and Reporting Processes and Systems	Process Map of PFM law compliant processes documented in the agency specific Policies and Procedures manual Agency specific FM Policies & Procedures Manual approved and Implemented				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
Continue to develop, document and support implementation of improved expenditure and payment processes, month end and year end closing and financial reporting processes, audit trails & forms and processes for archiving of financial documents and electronic data					# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Cash and Bank Account Management	Agency has the capacity to manage and control cash and bank accounts as per the PFM law requirement.				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
Continue to develop, document and support implementation of improved cash handling and bank account management and control processes.					# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)
Audits and Internal Controls	The agency has effective internal controls in place to ensure assets are safeguarded, financial reports are accurate and the agency in compliance with all applicable legislation				# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)
Collaborate with the Internal Audit Secretariat (IAS) to improve Internal Audit (IA) function and establish effective Audit Committee in line with IAS plan					# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3)
Organization Structure of the Finance Department and Job Descriptions	Improved performance and management of finance department with staff understanding roles and responsibilities				
Update the organizational structure and job descriptions of the Finance Department to align with updated processes and tools.					# of MACs utilizing financial management software tools or IFMIS for financial management (PMP 1.1.1-1)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Collaboration with the MOFDP	Depends on specific objectives to be agreed with the MOFDP				# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices, disseminated them to staff and trained staff in their use (PMP 1.1.1-3) MACs with auditable Financial Management (FM) systems (PMP 1.1.1-2)
Support to the Dept. of Budget & Development Planning					
Support to the Controller Accountant General Office					
Human Resources Management					
Support implementation of the CSA Performance Management System (PMS).	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
Support the implementation of HR Policies, Handbooks and Guides at MAC level	Staff handbook & communication sessions on how to use them; Improved staff capacity & institutional performance				
Support CSA in the implementation of the Merit-Based Recruitment System.	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
Asset Management					
Assist GSA/ MOHSW/Task force with the Ebola Effort, Asset and Fleet Management, Vehicle Maintenance plus as the need arises	Ebola Control supporting two of our MACs wherever, whenever required.				Assist the GSA and MOH, Logistics 1-5 Fleet expenditure
Present and discuss with the GSA the software recommendation for GOL AM	Aiming at an A M software system to create a national GOL Register therefore greater efficiency				1.1.2.10 Up to date Asset Registries

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Present to the GSA recommendations,, Management and Maintenance of real Property	Agreement on the guidelines moving on to Coordinator training followed by rolling to out in the MACs				1.1.2-9 Real Property Management
Work with the GSA to complete property Disposal Guidelines	Create Guidelines for the MACs as well as the GSA and increase Fiscal return				No PMP indicators created
OJT in the MACs All disciplines	Continue where possible OJT in the MACs on Fleet and General Asset Management.				1.1.2-10 ,1-5 Fleet and Assets
Procurement - With MACs					
Through workshops, provide guidance to the MACs in understanding the procurement processes and steps during procurement plan implementation	Increased compliance with processes and procedures; timely delivery of goods, works, and services				% improvement in specification of correct procurement methods in draft procurement plans submitted to PPCC (PMP#1.1.2-2)
Continue OJT in procurement documentation, ensure adherence to procurement duties for those performing procurement responsibilities	Clearly assigned duties, responsibilities, and reporting system; separation of functions and improved control environment				# of MACs with 90% or more of required procurement documentation in place for new procurements (PMP# 1.1.2-3)
Apply systems and tools agreed with the PPCC to improve and assess internal procurement processes	Increased compliance and appreciation of procedures through use of internal standard operating procedures; increased accountability and transparency				Standardized procurement performance monitoring system developed, approved and applied in MACs by PPCC (PMP#1.1.2-1)
Procurement - PPCC as Regulator					
Continue collaboration with the PPCC as a regulator to develop and test compliance monitoring tools.	Procurement instructional circulars to institutions, compliance templates developed for "in-process" review of procedures, Standard Operating Procedures (SOP) for regulatory processes,				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Support PPCC to provide Procurement and Compliance Oversight and Training to staff.	Increased compliance, reduction in arbitrary procurement processes, developed training materials, improved ability of procurement trainers, improved competence of procurement staff; quality, transparency, competitiveness in public procurements, and value for public expenditure.				
Monitoring & Evaluation					
Support the development of M&E Plans to cover FM, AM, PM, IT, and HR administrative areas (i.e. working with parent MAC to develop targets for each MAC) – Secure services of an STTA to work with M&E Team	Draft list of indicators for (a) each administrative area discussed and tentatively agreed upon with parent MAC (PPCC, Internal Audit Agency, CSA, GSA, MOPT), and (b) core functions (LIPA, CM, ICT)				Number of MACs with a functional Performance Monitoring/ Management Plans (i.e. M&E Plan or PMP that is well defined and structured and endorsed by senior MAC Management, with indicators, data collection tools and methods, a schedule of data collection, and specification of information flow system) (Not in PMP-recommended for next review)
Development of a Draft Strategy for Performance Assessments (indicators to be captured, assessment tools, and schedule of assessments, human resources needed, mechanisms for institutionalization in home MAC and within MACs)- use same STTA as above	Draft Strategy in readiness for discussion, adoption, and application by the relevant MAC				1-2 % of surveyed managers in targeted MACs who report using PMS data for decision-making in past three months and can provide an example
Support the development (or revision) of Performance Management Information Systems (PMIS) for Financial Management (FM), Procurement Management, Asset Management, and Concessions Management – use STTA	-Needs Assessment Report -Draft Concept Notes in readiness for design phase.				1-2 % of surveyed managers in targeted MACs who report using PMS data for decision-making in past three months and can provide an example

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Assist the Governance Commission for the development of the Second National Governance Report- use of embedded staff with inputs from GEMS M&E team	Work Plan for GEMS supported M&E Specialists at GC				
Participate in the development of USAID GEMS revised Work Plan with MAC's inputs	GEMS Revised Work Plan				
Revision of USAID GEMS PMP based on revised GEMS, and MAC's specific Institutional Work Plans	Revised USAID GEMS PMP				
Participate in the development of MAC specific Work Plans	MAC Specific Work Plans				
Development of MAC's specific Institutional Work Plans' M&E Plans	MAC M&E Plan				Number of MACs with a functional Performance Monitoring/Management Plans (i.e. M&E Plan or PMP that is well defined and structured and endorsed by senior MAC Management, with indicators, data collection tools and methods, a schedule of data collection, and specification of information flow system) (not in PMP but recommended for next review)
Information Technology					
On/Off-site support for USAID-GEMS funded IT Solution Packs	Ongoing effectiveness of the USAID-GEMS provided IT solution packs				
Ongoing implementation and enhancement of IT Service Management practices and tools, including the Service Desk system	Improved service management, improved IT unit productivity				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Assist with diffusion of GOL IT policies and procedures	Harmonization of institution's IT policy with GOL standards and guidelines, improved control environment, improved effectiveness and utilization of ICT resources				
Recommendations to MACs on improvements to power supply to IT systems	Decision makers informed of feasible power solutions at MAC level				
Assistance with deployment of GOL shared services	MACs realize the benefit of the deployed services				
Support Community of Practice for Liberia ICT practitioners	Increased collaboration and joint problem solving among GOL ICT practitioners				
Capacity Development of Systems Administrators to operate and support the solution packs	Improved sustainability of solution packs, greater self-sufficiency by MACs, improved service levels				
Objective 2					
Strategic Management					
Provide support to LIPA to finalize and implement strategic plan. Support LIPA to develop abridged version of strategic plan.	Strategic Sustainability Plan launched and implemented. Abridged Strategic Plan developed. Shared vision and strategy. Institutional sustainability enhanced.				Institutional sustainability plan developed, approved and implemented (PMP 1.2.2-1)
Support LIPA to review and finalize business plan. Support LIPA to generate priorities for FY 2015	Business Plan reviewed and finalized. An agreed upon list of LIPA priorities generated. Improved policy direction.				
Support LIPA to plan for courses for next training cycle by completing teaching schedule, faculty teaching loads & FTEs, courses syllabus and modules, and competency framework.	Alignment of LIPA's services to GOL capacity building priorities improved. LIPA's provision of sustainable, quality training to its clients strengthened.				# of training courses developed or revised through USAID-GEMS assistance (PMP 1.2.1-2) # of new courses offered in response to clients' performance needs

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Provide support to build LIPA's capacity to write technical proposals, conduct research, and respond to RFPs.	Research Concept Notes and Proposals; TOT for staff in Research, Proposal Writing and Technical Skills. LIPA's provision of quality research and consultancy services to its clients enhanced. Institutional sustainability of LIPA enhanced.				% change of LIPA revenue from service delivery (1.2-2)
Provide support for LIPA to implement human capacity development programs	Training of Trainers' (TOT) Programs; Trainers' capacity to design & deliver training enhanced. LIPA's provision of quality training improved.				% of assessed LIPA trainers demonstrating mastery of adult learning techniques in observed LIPA trainings (1.2.2-4)
Objective 3					
Support to ICT Ebola Response					
Support for the GOL & International EVD response	Improved speed and effectiveness of response; alignment of response ICTs with National priorities & plans; improved sustainability and resilience				
ICT Internet and e-Services Infrastructure					
Assist with deployment of mini Shared Services Centre, and initial e-Services: - off-site backups - security/audio visual updates - remote servers	Cost savings; improved quality of service, improved efficiencies; improved information systems security; improved resilience & business continuity				
Objective 4					
Provide one Finance/Economics Advisor and one Mining Specialist.	Technical reviews, evaluations, and analysis of concessions projects and proposals; improved quality of terms in concession agreements; improved performance of existing concession agreements				
Commencement of CIMS Prototype Development	Initial phase of prototype developed				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Provide one President's Young Professional to operate the FlexiCadasdtre System at NBC, MOA, FDA and EPA.	PYPs serve as resource for utilization of the Concessions Information Management System and train MAC staff to use and operate the system.				
Objective 5					
Support to CSA to scale up mobile money payments to rural teachers.	CSA leadership and CSA mobile money coordinator managing teacher salary payments via mobile money				
Support CSA & MOE to advocate with the MOFDP to finance cash out fee for mobile money salary payments.	MOFDP allocates funds for mobile money cash out fee				
Economic Advisory Support					
Economic Advisory Support Direct economic advisory support to the Minister	Quality publications on the economy and evidence based policy decisions making culture entrenched				
Technical back-up support Economic Management Team	(a) Evidence based EMT policy decision making entrenched.				
Capacity building Working with MOFDP Macro Fiscal Analysis Unit (MFAU) staff, produce and publish regular reports on the performance of the economy.	Quality regular reports for monitoring the performance of the economy.				
Capacity building Assisting MFAU in carrying out studies to inform policy discussions by EMT	Institutionalized culture of providing policy advice based on well researched information.				
President's Young Professionals Program					
Continued support and training for 18 PYPs assigned at the Department of Budget (DOB)/MOFDP in MTEF budgeting and execution	Increased output and efficiency of PYPs at the DOB				# of Liberian President's Young Professionals deployed to MACs with USAID-GEMS support (PMP 1.1-3)

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Continued support and training for four PYPs supporting the National Concessions Cadastre	PYPs' skills developed in GIS, ICT and business process analysis				
Participation in placement of the 4 PYPs as concessions specialists (Deployment of PYPs to MOA, FDA, EPA and NBC to support National Concessions Cadastre)	PYPs placed in concessions-related entities				
USAID-GEMS advisors continue mentoring PYPs	PYPs' performance enhanced and working effectively within the public sector				

ANNEX 3: SUCCESS STORIES



USAID | **LIBERIA**
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Fast and reliable internet connectivity promises to bring vast improvements to Liberia's business environment and make numerous e-government initiatives possible.



Liberians watch as the ACE cable linking Liberia to the world's broadband internet backbone arrives on the shore in Monrovia.

Photo credit: IBI International

USAID Projects Facilitate Public Private Partnership, Help Bring High Speed Internet to Liberia

As part of the Liberia Governance and Economic Management Assistance Program (GEMAP) from 2006-2010, and the ongoing Governance and Economic Management Support (GEMS) Program, USAID is providing critical support to the government of Liberia and private sector telecom operators to bring broad-band internet to Liberia.

That support has helped Liberia to be one of 25 countries participating in the Africa Coast to Europe (ACE) undersea fiber-optic cable project that will link West Africa with the world's broadband internet backbone. Fast and reliable internet connectivity promises to bring vast improvements to Liberia's business environment and make possible numerous e-government initiatives.

USAID has funded a series of long-term and short-term experts to facilitate the complex negotiations required to get the ACE cable to Liberia. Initially, USAID-funded experts performed a thorough analysis of the connectivity options available for Liberia and concluded that the ACE cable project represented a singular opportunity to accomplish the connectivity goals of the Government of Liberia.

Those experts then provided a series of presentations and analyses to potential investors that resulted in the formation of the Cable Consortium of Liberia (CCL), a public-private partnership involving the Government of Liberia, the government-run Liberian Telecommunications Company, and private telecom operators Lonestar Cell and Cellcom.

The assessments and analysis funded by USAID proved critical in transforming the initiative from dream to reality, as they helped to convince investors to join the CCL and the World Bank to provide \$20 million in grant funding for the project.

The Phase I primary goal of landing the ACE cable in Liberia is now nearly complete and the Phase II objectives are next on the agenda. These include the Inner Monrovia Fiber Optic Ring that will begin the process of providing fast reliable internet connections throughout Liberia.

With the combined power of private, public, and external partners focusing their energies on bridging the technology gap in Liberia, the future for Liberians is indeed looking bright.

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FROM THE AMERICAN PEOPLE

SNAPSHOT

PRODUCING LIBERIAN CHARTERED ACCOUNTANTS

USAID is strengthening and improving skills and competence of the cadre of accounting staff in the public sector of Liberia



Top L-R: Instructors Alihaji Kurang and Dr. Victor Bonsu, and William Altuilik, Bottom L-R: S. Moses Kesslie, Jr, Victor S.K.B Tanwone , Sr, Mohammed B. Korleh , and Raphael M. Quaye (Successful CPA Candidates)

" I am grateful to the USAID-GEMS support program that has provided full-time professionals to conduct lectures prior to the exam, this program was the key factor that resulted in Liberia producing its first ever qualified accountants – locally"

Victor S.B. Tanwone
CPA Candidate

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

"I began my certification program in 2011, the lack of a fulltime lecturer to tutor me inhibited my full understanding of the courses resulting in me repeating a couple of courses, until in 2013 USAID-GEMS provided highly qualified full-time professors, my understanding of the courses was enhanced, and my confidence level elevated. Today through USAID-GEMS I am a chartered accountant," stated Mohammed B. Korleh, Senior Assistant Project Accountant, Ministry of Finance and recent CA candidate.

The USAID Governance and Economic Management Support program (USAID-GEMS) effort in building capacity in the accounting area in Liberia is yielding positive results. In November 2013, four public sectors employees passed all subjects for the final level of the Institute of Chartered Accountants, Ghana (ICAG) professional examinations.

The successful candidates qualifying as Chartered Accounts are Mr. Victor S.B. Tanwone, Sr., Senior Manager of Internal Audit at Roberts International Airport; Mr. S. Moses Kesslie, Jr., Senior Analyst at The Ministry of Finance; Mr. Raphael M. Quaye, HR Assistant, United Nations Mission in Liberia (UNMIL); and Mr. Mohammed B. Korleh, Senior Assistant Project Accountant, Ministry of Finance. This is a commendable and historic achievement for Liberia. For the first time, there are professionally qualified chartered accountants from a professional examination administered within Liberia. Those successful in the ICAG qualifying examination are eligible to become members of the Liberian Institute of Certified Public Accountants (LICPA).

The Liberian students' performance at level four was well above the ICAG overall success rates recorded in 2013 and past years' examinations. The 66.67% pass rate achieved by Liberia was above the overall pass rate of 24.5% recorded by ICAG. It also exceeded the rates recorded for May 2013 (32.59%) and November 2012 (16.84%) examinations.

As part of its support to LIPA, USAID-GEMS contracted three qualified accountants as instructors to initiate a pilot program in accountancy certification training, preparing students for the ICAG and Accounting Technician Scheme, West Africa (ATSWA) examinations, to address the dearth of financial management competence in the public and private sectors.

The foundation-level Accounting ATSWA exam is administered under the auspices of the Association of Accountancy Bodies of West Africa. ICAG is a full Chartered Accountant (CA) certification program administered in Liberia under a memorandum of understanding between themselves and the LICPA. The examination for the ATSWA program was conducted in the third week of September 2013, while the ICAG examination was conducted in the first week of November, 2013. The next exams are scheduled to take place in May 2014 and November 2014.



USAID | LIBERIA

FROM THE AMERICAN PEOPLE

SNAPSHOT

Banking on Mobile Money to Pay Salaries on Time



A Mobile Money Merchant in Lofa County



A Vacation Job Student

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

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

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

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

USAID-GEMS periodically surveys the AYP volunteers to gauge satisfaction with the mobile money pilot initiative. The opinion surveys reveal that teachers are highly satisfied — the major perceived benefit is receiving the stipend instantaneously. Shem Seward of Kendaja High school praised the system as follows: “I do not have to rush out of the class room to collect my pay as other times”.

Youth are also benefitting from mobile money solutions. The Liberia Youth Employment Program under the Ministry of Youth and Sports provides community jobs for youths aged 18-35. With support provided by USAID-GEMS, 807 workers in 5 counties began receiving their stipends via mobile money in August 2013. As the initiative rolls out to more workers in more counties, the Government of Liberia expects to realize a savings annually of some \$396,000 through mobile money.

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

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



USAID | LIBERIA

FROM THE AMERICAN PEOPLE

SNAPSHOT

Opening Revenue Collection Windows to post nightly to the consolidated account

Equipment courtesy of USAID-GEMS



Acting Assistant Minister for Revenue at ribbon cutting for National Archive



USAID is supporting Liberia's efforts to establish a national payment system in line with international and regional standard that enables accurate and timely revenue processing.

Telling Our Story
U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

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

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

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

During the interface testing from March 21 – May 30, we were able to reconcile 25,468 transactions that amount to \$28M dollars which has never been done before. CBL supervisors along with ASYCUDA team members were trained on the 30th of May 2013 on how to execute the interface between TAS-ASYCUDA. This represents approximately 28% of the revenue posted in the MOF data capture unit, and did not include all of the collectorates as they are not connected to the interface as yet.

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

In July we opened revenue collection windows at the Temple of Justice and in September we opened an additional window at the National Archives. These windows will only be used for fee collection, not customs, but the revenue will still be posted nightly to the MOF DoR consolidated account.

As collectorates go live, the MOF DoR will receive daily reconciled statements on transactions posted to their accounts, and the GOL consolidated account will be credited daily with payments received.

ANNEX 4: PYPP ANNUAL REPORT— FY2014

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Jamel Dugbeh	Department of Budget – Budget Director, Ministry of Lands, Mines, and Energy	Marios Obwona	Jesse Korboi	<ul style="list-style-type: none"> • Worked with the MLME on the formulation of their fiscal budget • Worked on workplan, spending and allotment plans • Worked on importing corrections into MACs budget • Worked on compilation on expenditure summary • Analyzed allotment request and assisted with the development of budget policy note 	<ul style="list-style-type: none"> • Attended the MTEF workshop • Participated in a one week workshop on the MTEF budget Process and public financial management reform • Coordinated the MLME hearing with the budget committee • Attended one week for potential devolved budget analyst 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Procurement training • Access training
Emmanuel Flomo	Department of Budget – Budget Director, Ministry of Lands, Mines, and Energy	Kalivah Jorgbor	Kalivah Jorgbor	<ul style="list-style-type: none"> • Worked on importing corrections into MACs budget • Assisted MOC in the Budget preparation 14/15 • Directed the MOC on how to use their ceiling given them by the MOF&DP • Helped to ratify the budget information for final submission 	<ul style="list-style-type: none"> • Took minutes for the budget hearing • Prepared cash plan for various ministries • Represented the sector head at a meeting 	<ul style="list-style-type: none"> • Lack training in GOL budgeting 	<ul style="list-style-type: none"> • MTEF • Budget allotment process • Procurement • Microsoft Access
Matthew Garway Jr.	Project Management Office	Anthony Waddell – Information Technology Specialist, USAID-GEMS	Varmu Reeves	<ul style="list-style-type: none"> • Worked on developing projects for MACs • Made monthly report on MOF&DP allotment request 	<ul style="list-style-type: none"> • Assisted with the writing of the project for the establishment of the BIN training Academy • Attended MTEF Training • Assisted in the PMO open house 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Addressing grievances at the work place • Up holding Integrity in the mist of challenges

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Sarah M. Johnson	Budget Policy and Development Unit, Department of Budget	Ara Voker Chea	Molley Shaffa	<ul style="list-style-type: none"> Organized meetings and trainings for Budget Technical Team Coordinated budget technical team meetings and take minutes Compiled information from MACs as it relates to the budget Worked on budget calendar and budget option paper Analyzed allotment request from MACs Helped MACs prepare spending plans, procurement plans and budget performance report 	<ul style="list-style-type: none"> Served as facilitator for the budget analyst training Serving as secretary for the Budget working Group Working with the budget working group disseminating information from stakeholders as it relates to the budget and also ensured that it meet the deadline 		<ul style="list-style-type: none"> ITC and Public Budget management Free balance and public budget management
Roland B. Lankah	Department of Budget – Budget Director, Ministry of Internal Affairs	Gregory Johnson	John Monger	<ul style="list-style-type: none"> Provided technical support to the Ministry of Internal Affairs during the preparation of the draft budget 14/15 Coordinated the establishment of budget committee and support the execution mandate as provide by law Assisted budget committee to comply with the budget call circular/budget guidelines and conduct budget execution analysis Assisted Senior budget policy advisor with the processing of allotment request from government agencies 	<ul style="list-style-type: none"> Attended policy and budget presentation meeting Assisted supervisor to do an analysis on budget execution in the social development sector 	• None	• None
Eyey P. Booker	Department of Budget, Office of the Deputy Minister for Budget	Beenwell Banda, Senior Economic Training	Moses Wreh Budget Consultant MOF&DP	<ul style="list-style-type: none"> Worked on Consolidation of spending plans for Social Development, Infrastructure, Agriculture, and Security Sector 	<ul style="list-style-type: none"> Work with the Technical Budget working Group at Bella Casa to complete the 	• None	<ul style="list-style-type: none"> Microsoft Access Pivot Table Power point

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
		Advisor, USAID GEMS		<ul style="list-style-type: none"> • Made adjustment and consolidating in MOJ central budget • Attended meetings, take minutes and make report to supervisor • Assisted with allotment request and procurement plans analysis • Assisted with importing projects of MACs into budget management database 	<ul style="list-style-type: none"> • Budget for Fiscal year 14/15 for submission; • Did update and consolidated the experience and challenges of all PYPs at the MOF&DP and email to Mrs. Brunson • Attended one week training on MTEF concept, Theory and budget preparation, preparation of budget policy note, project management for expected devolved budget analyst. 		
Amos N. Sando	Department of Budget, Budget Policy and Development Unit	Terrance Osley – Capacity Development Specialist, USAID-GEMS	Del F. Wreh	<ul style="list-style-type: none"> • Provided technical assistance in the preparation and reporting of budget related issues; • Supported budget analysts in working with the BMT; • Produced outreach and public education materials • Provided technical assistance to the National Coordinator for the OBI • Added new expenditure items lines to the budget for various Ministries 	<ul style="list-style-type: none"> • Attended training in database • Attended database management training in Pretoria, South Africa; • Updated the budget execution database 	<ul style="list-style-type: none"> • No written TOR; 	<ul style="list-style-type: none"> • Programming code • Project management
Cornelius T. Tugba	Department of Budget – Budget Director, General Services Agencies	Therno Kane	Patrick Togba	<ul style="list-style-type: none"> • Prepared GSA Budget for fiscal 14/15 • Made analyses of allotment request sent by GSA to MOF&DP; • Reviewed draft Budget and made corrections 	<ul style="list-style-type: none"> • Attended a workshop conducted by the PMO • Attended a retreat on the MTEF • Attended one week training organized by department of budget 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • None

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
				<ul style="list-style-type: none"> Assisted with personnel listing analysis 			
Varkpeh Gonowolo	Department of Budget – Budget Director, Ministry of States for Presidential Affairs	John R. Sloyka	Mrs. Tanneh Brunson	<ul style="list-style-type: none"> Assisted Ministry of State for Presidential Affairs in preparing budget policy note, detail budget, additional lines request and personnel listing template Prepared a brief analytical note(BAN) for MOS Reviewed annual budget of the Ministry of State for Presidential Affairs, prepared budget policy note, detail budget, additional line request and personnel listing template Attended meetings, take down minutes and make reports Assisted with the development of brief analytical note for use by pillars managers 	<ul style="list-style-type: none"> Been actively involved with the draft budget preparation of 14/15; Participated in a one week budgeting workshop at LISGIS Attended one day training on public financial management reform 	<ul style="list-style-type: none"> Training on Free-balance soft ware 	<ul style="list-style-type: none"> None
Johnson S. N. Williams	Department of Budget – Budget Director, Ministry of Finance	Victoria Cooper	Rosetta Brown Sector Head	<ul style="list-style-type: none"> Provided guidance and assistance to four department in the preparation ,formulation, execution, monitoring and reporting of fiscal budget Led the preparation process with ministers, directors, as well as coordinators was exciting and challenging Organized meetings and trainings for Budget Technical Team Facilitated and coordinate budget technical team meetings and take minutes Managed the secretariat for the budget working group (BWG) 	<ul style="list-style-type: none"> Attended the budget hearing for 14/15 Budget Director MOF&DP 14-15 Assisted with the drafting of the budget call circular 		<ul style="list-style-type: none"> Procurement management Advance excel spread sheet

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Agnes Y. Payeker		Nicholas R. Leach – Procurement Specialist USAID-GEMS	Martha Y. Paye	<ul style="list-style-type: none"> Assisted with the development of spending plans for Liberia Biomedical Research Center, Phebe Hospital and JFK Attended budget meetings, take minutes and make reports Assisted with preparation of personnel listing template Assisted with organizing trainings for budget analysts, Assisted with the arrangement of budget working group meetings, took minutes and made reports 	<ul style="list-style-type: none"> Knows how to work with the Budget Management Tool Attended World Bank Procurement Training Attended Global Classroom Model United Nations Conference in Washington DC 	<ul style="list-style-type: none"> No written TOR 	<ul style="list-style-type: none"> Public speaking
Calvin G. Fargalo	Department of Budget, Good Governance Pillar		Mrs. Rosetta Brown	<ul style="list-style-type: none"> Assisted with allotment process and verification of allotment requests for MACs under Transparency and Accountability Sector Assisted with spending plans analysis of MACs Conducted analysis of workplans, spending plans, procurement plans and cash plans for MACs Examined MACs requests and transfers to ensure they are in line with budget 	<ul style="list-style-type: none"> Helped to review sector's agencies draft 14/15 budget and noting discrepancies Analyze PPCC's budget and give observations and finding and carried out corrections in both the BPN and detail budget Reviewed and edit the budget policy note of the educational sector with pillar supervisor 	<ul style="list-style-type: none"> No TOR 	<ul style="list-style-type: none"> Public Financial management training
Francilla Marah		Lucien Gortor		<ul style="list-style-type: none"> Arranged meetings with focal persons from MACs and distributed skills assessment questionnaires Follow up on MACs, compiled questionnaires and import data Participated in the GIZ, FlexiCadastre and business process flow charting training 	<ul style="list-style-type: none"> Interacting with Mr. Thera during the training Attended technical meeting with stakeholders of WFP, FAO, MOCI concerning food security in Liberia 	<ul style="list-style-type: none"> No internet access 	<ul style="list-style-type: none"> Report writing MS Word ,Excel Professional Ethics Speech writing

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
				<ul style="list-style-type: none"> Set-up meeting with focus person of each MACs and distributed skills assessment questionnaire and make follow -up on questionnaire Arranged meeting with MACs 	<ul style="list-style-type: none"> Been able to displayed attribute on maps of different area Participated in the reformation of the ITC organization design 		
Prince Saye Doelar	Project Management Office		Varmu Reeves	<ul style="list-style-type: none"> Assisted with the writing of the TOR of project development and Implementation Unit and Proposed Public Investment Unit in the new MOF&DP Assisted with the development of projects for MACs Analyzed and advice on projects for MACs 	<ul style="list-style-type: none"> Attended a meeting with the DEA project team and interact with the director and senior staff Assist with the writing of the BIN project (construction of training facility in Foya, Lofa county) in relation to UNMIL drawdown 	• No TOR	• Research and SPSS Software training
Patience Y. Karley	Economic Revitalization Pillar(Agricultural Sector)		Dahngbay P. Mahngbay	<ul style="list-style-type: none"> Assisted with calculation made in mid-year budget appropriations by MACs Assisted with analysis of request made by MACs Attended meetings, took notes and made reports Provided guidance to MACs during budget preparation Assisted with consolidation of personnel listings for MACs 	<ul style="list-style-type: none"> Did Community awareness on Ebola Attended budget lectures as requested by supervisor Attended project management tool training 	• No TOR	<ul style="list-style-type: none"> Public speaking Presentation Microsoft office applications
Vamuyan A. Sessay	Economic Revitalization Pillar(Agricultural Sector)		Francis F. Moses	<ul style="list-style-type: none"> Prepared brief analytical note for BPN,NBC, MOL, and other MACs Imported data imported into BMT for Commerce sector in the budget management tools 	<ul style="list-style-type: none"> Received a certificate of commitment and dedication by the MOF&DP Attended budget training 	• Delay in monthly Stipend	• Capacity development

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
				<ul style="list-style-type: none"> Reviewed and finalized the preparation of the draft national budget 14/15 Worked with LMA on the Institution revenue sources net projected contribution to GOL revenue Filed incoming and outgoing allotment requests and memos Analyzed allotment requests 	<ul style="list-style-type: none"> Assigned to 3 agencies as budget analyst 		
Paul P. Jerbo	Good Governance Pillar		James Korvah	<ul style="list-style-type: none"> Verified ministries and agencies constraints to the draft national budget Analyzed allotment request and ensure they were in accordance with the budget law Conducted risk analysis on MACs budgets Attended meetings, took notes and made reports 	<ul style="list-style-type: none"> Develop a staff directory for the office Contributed to the allotment process for LACC Attended budget hearings 	<ul style="list-style-type: none"> Delay in monthly Stipend 	<ul style="list-style-type: none"> MS Access (Data Base Management) Advance communication Power point
Precious W. Tokpah	Sidiki Trawally	Sidiki Trawally		<ul style="list-style-type: none"> Worked on the e-governance strategy Distributed assessment forms to MACs, collected forms and imported data and analyzed data Arranged and coordinate meeting with MACs on the e-governance strategy Conducted onsite visits to MACs to assess their service desk Did an analysis on the ICT-OD Project 	<ul style="list-style-type: none"> Attended a RRF forum in Tubmanburg Participate in both FlexiCadastre & GIS trainings Attended concession workshop in Buchanan 	<ul style="list-style-type: none"> No internet 	<ul style="list-style-type: none"> Reporting writing Office management Project management

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
Daniel D. Wleh, Jr.	Lucien Gortor	Lucien Gortor		<ul style="list-style-type: none"> Worked on ITC-OD Distributed assessment forms for e-governance strategy, collected forms, imported data, analyzed data Attended meetings, took minutes and made reports Arranged and held assessment meetings and send out forms, follow-up on forms and compile meeting reports Drafted e-governance assessment letters, scheduled meetings, 	<ul style="list-style-type: none"> Demonstrate the FlexiCadastré Skill to Deputy Minister McClain Attended a high level FAO, WFP, MOCI and MOA food security workshop Attended both FlexiCadastré & GIS training Attended concession workshop in Buchanan 	<ul style="list-style-type: none"> Delay in monthly Stipend 	<ul style="list-style-type: none"> Speech writing Reporting writing M&E
Gorleh Jenkins Barkar	Sidiki Trawally	Sidiki Trawally		<ul style="list-style-type: none"> Conducted survey on skills sets with MACs on the e-governance strategy assessment Arranged and conducted meeting on the e-governance strategy Did an analysis on the ICT-OD Project and completed ICT organization design survey Distributed assessment forms for e-governance strategy, collected forms, imported data, analyzed data Attended meetings, took minutes and made reports Arranged and held assessment meetings and send out forms, follow-up on forms and compile meeting reports 	<ul style="list-style-type: none"> Participated in both FlexiCadastré & GIS training Attended concession workshop in Buchanan 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Stress Management Public Speaking Project management
Deborah N. Queminee				<ul style="list-style-type: none"> Imported budgetary allotment for MACs Analyzed cash plans, spending plans, work plans, procurement plans and personnel listings for MACs 	<ul style="list-style-type: none"> Attending budget hearing 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Inter Control Public Speaking

Name	Placement	Mentor/Supervisor		Summary of Duties	Highlights	Challenges	Training Needs
		USAID-GEMS	MOF				
				<ul style="list-style-type: none"> • Attended meetings, took minutes and made reports • Filed incoming and outgoing allotment requests and memos • Analyzed allotment requests 			
Kulele V. Morris				<ul style="list-style-type: none"> • Input budgetary allotment for MACs • Analyzed cash plans, spending plans, work plans, procurement plans and personnel listings for MACs • Attended meetings, took minutes and made reports • Filed incoming and outgoing allotment requests and memos • Analyzed allotment requests 	<ul style="list-style-type: none"> • Did cash plan for Veteran Bureau • Worked on PANs for CSA 	<ul style="list-style-type: none"> • Mentor relationship is not cordial 	<ul style="list-style-type: none"> • Inter Control • Public Speaking • Access, Excel and Power point

I. Summary of key duties and achievements of PYPs:

- Work with the core budget team in reconciling the 14/15 budget figures
- Assisted in the preparation of variance reports for the 2014-2015 budget;
- Work on importing corrections into MACs budget;
- Guiding MACs on how to use their ceiling given them by the MOF&DP;
- Help to ratify the budget information for final submission;
- Made monthly report on MOF&DP allotment request;
- Work with Budget technical team in reviewing the draft budget book for errors and consistencies;
- Analyze allotment request from MACs;
- Help MACs prepare spending plans, procurement plans and budget performance report;
- Coordinated the establishment of budget committee and support the execution mandate as provide by law;
- Assisted budget committee to comply with the budget call circular/budget guidelines;
- Assisted Senior budget policy advisor with the processing of allotment request from government agencies;
- Provided technical assistance in the preparation and reporting of budget related issues;
- Support budget analyst in working with the BMT;
- Worked on expenditure items lines to the budget for various Ministries;
- Set up meeting with focus person of each MACs and distributed skills assessment questionnaire and make follow -up on questionnaire
- Arranged an conducted meeting with MACs on e-governance strategy;
- Distributed assessment forms for e-governance strategy, collected forms, imported data, analyzed data
- Attended meetings, took minutes and made reports
- Arranged and held assessment meetings and send out forms, follow-up on forms and compile meeting reports
- Drafted e-governance assessment letters, scheduled meetings,

II. Relationship between Mentors and PYPs

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

III. Responsive Trainings

The primary objective of the PYPP monthly responsive training is to prepare PYPs to assume and effectively fulfill assigned responsibilities: it is designed to provide meaningful learning opportunities for PYPs to supplement their real time placement experiences with practical skills. For the period, the PYPs Responsive Trainings covered the following topics: Public Speaking & Presentation Skills, Reinforcing Ethical Behavior, Procurement and Budgeting, Productivity at the Workplace, Effective Office Communication, Stress management, Monitoring and Evaluation,

Other trainings offered by the Ministry of Finance and USAID-GEMS include: Project Management Tool Training, FlexiCadastre & GIS training – for 4 Concessions PYPs, Project management Tool, MTEF, Budget Process and Public Financial Management Process.

Note: Due to the Ebola crisis Responsive trainings were suspended in August until the situation improves.

IV. Immersion Excursion

Immersion excursion is one of the key components of the Program designed to provide opportunities for PYPs to explore current and emerging career opportunities beyond Monrovia. Due to funding challenges, immersions excursions were not held.

V. Retention

PYPs continue to contribute immensely to their placement during the year. Retention rate for the year is 100%

TABLE I: LIST OF PRODUCTS AND DELIVERABLES FY2014

USAID-GEMS Document Production Deliverables FY 2014							
Document ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A133	Presentation to the CSA on Standing Orders for the Civil Service	I	FY14 QI	Training Materials	OJT STANDING ORDERS for the Civil Service-2012	N	12/30/2013
A134	GSA GOL Proposed Fleet Policy Implementation Framework	I	FY14 QI	Training Materials	GSA Fleet Management Presentation PPT Oct 2013	N	12/31/2013
A199	Alhaji Kurang Trip Report Nov 2013	I	FY14 QI	Trip Reports	Trip Report_Alhaji_Kurang	N	3/6/2014
A200	Dr. Bonsu Trip Report Nov 2013	I	FY14 QI	Trip Reports	Trip Report_Dr Bonsu	N	3/7/2014
A201	Dr. Atuilik Trip Report Nov 2013	I	FY14 QI	Trip Reports	Trip_Report_Dr Atuilik	N	3/8/2014
A218	Signed MOU between USAID-GEMS and MOA, November 2013	I	FY14 QI	Technical Reports	Signed MOU between USAID-GEMS and MOA, November 2013	N	4/30/2014
A220	Signed MOU between USAID-GEMS and MOHSW, October 2013	I	FY14 QI	Technical Reports	Signed MOU between USAID-GEMS and MOHSW, October 2013	N	4/30/2014
A223	Signed MOU between USAID-GEMS and MOYS, October 2013	I	FY14 QI	Technical Reports	Signed MOU between USAID-GEMS and MOYS, October 2013	N	4/30/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A225	Trip Report for Pete Croswell, Systems Design and Specification Expert	4	FY14Q2	Trip Reports	A225_C-Croswell Trip Report 2014 04 (pc)	N	5/15/2014
A228	Trip Report Pt.2 for Ivan Ford, Cadastre Business Needs Expert	4	FY14Q2	Trip Reports	A228_C-Ford Trip Report 2014 3 6 (if)	N	5/15/2014
A235	Quarterly Report-FY2014 Q1	Cross-cutting	FY14 Q1	Technical Reports	A235_USAID FY 2014 Quarter 1 GEMS Report Final.pdf	N	4/30/2014
A236	Training materials for the "Standing Orders for the Civil Service" for HR Dept. staff	I	FY14 Q1	Training Materials	A236_ALL-HR-OJT Standing Orders for the Civil Service-2012 (jd)	N	4/30/2014
A237	GSA Proposed Fleet Policy Implementation Framework Presentation- Oct 2013	I	FY14 Q1	Training Materials	A237_GSA-AM- Proposed Fleet Policy Implementation Framework Presentation 2013 10 (CG)	N	4/30/2014
A238	GSA Presentation to PPCC on Fleet Policy Implementation	I	FY14 Q1	Training Materials	A238_GSA-AM Presentation to PPCC on Fleet Policy Implementation 2013 12 5 (CG)	N	4/30/2014
A239	GSA Presentation to Banks on Fleet Policy Implementation	I	FY14 Q1	Training Materials	A239_GSA - AM- Presentation to Banks on Fleet Policy Implementation 2013 12 6 (CG)	N	4/30/2014
A240	GSA Presentation to MOF on Fleet Policy Implementation	I	FY14 Q1	Training Materials	A240_GSA- AM Presentation to MOF on Fleet Policy Implementation 2013 12 5 (CG)	N	4/30/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A241	Presentation for adoption of IT Service Management in MACs; implementing a Service Desk	I	FY14 QI	Training Materials	A241_X- IT-Service Desk Implementation Workshop 2013 11 12(st).pdf	N	4/30/2014
A242	GSA Employee Handbook	I	FY14 QI	Technical Reports	A242_HR-GSA-Employee Handbook Final 2013 12 17 (jd)	N	4/30/2014
A243	GSA Asset Management Introductory Workshop	I	FY14 QI	Training Materials	A243_GSA - AM-Asset Management Introductory Workshop 2013 12 12 (CG)	N	4/30/2014
A244	GSA Fleet Management Policy Implementation Framework	I	FY14 QI	Technical Reports	A244_GSA-AM-Fleet Management Policy Implementation Framework 2013 11 (cg)	N	4/30/2014
A245	GSA Asset Management, Data Collection and Maintenance Guide Training Modules 1-4	I	FY14 QI	Training Materials	A245_GSA-AM-Final Training Modules 1-4 2013 12 06 (SD-NL)	N	4/30/2014
A246	E-Library Resources	2	FY14 QI	Database	http://lipa.gov.lr/public/2content.php?sub=156&related=44&third=156&pg=sp	N	4/30/2014
A247	Library User Needs Assessment Report	2	FY14 QI	Assessments	A247_LIPA - Findings from User Needs Assessment - 2013 10 15 (gn-bb)	N	4/30/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A248	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	FY14 QI	Training Materials	A248_LIPA - Using Information Responsibly Presentation 2013 10 14 (gn)	N	4/30/2014
A249	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	FY14 QI	Training Materials	A249_LIPA - Issues in Library Automation Presentation 2013 10 14 (gn)	N	4/30/2014
A250	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	FY14 QI	Training Materials	A250_LIPA - Collection Development Presentation 2013 10 14 (gn)	N	4/30/2014
A251	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	FY14 QI	Training Materials	A251_LIPA - The Role of Librarians Presentation 2013 10 15 (gn)	N	4/30/2014
A252	Library Management Training Delivered to LIPA Staff & Community of Library Practitioners	2	FY14 QI	Training Materials	A252_LIPA - Toward Greater Visibility of Research Works Presentation 2013 1 15 (gn)	N	4/30/2014
A253	LIPA Library Capacity Building Support: End of Consultancy Report	2	FY14 QI	Technical Reports	A253_LIPA - Library Intervention_FinalReport 2013 10 17 (gn)	N	4/30/2014
A254	LIPA Trip Report: Accountancy Certification Training- Alhaji Kurang	2	FY14 QI	Trip Reports	A254_LIPA-Trip Report Accountancy Certification Training-Kurang 2013 11 19 (ak)	N	4/30/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A255	LIPA Trip Report: Accountancy Certification Training-Williams Atuilik	2	FY14 Q1	Trip Reports	A255_LIPA-Trip Report Accountancy Certification Training-Atuilik 2013 11 19 (wa)	N	4/30/2014
A256	LIPA Trip Report: Accountancy Certification Training-Victor Bonsu	2	FY14 Q1	Trip Reports	A256_LIPA-Trip Report Accountancy Certification Training-Bonsu 2013 11 19 (vb)	N	4/30/2014
A257	LIPA ICT Application Systems and Infrastructure Requirements	2	FY14 Q1	Assessments	A257_LIPA-ICT Application Systems and Infrastructure Requirements 2013 11 21	N	4/30/2014
A258	Concessions Business Process Analyst STTA Ivan Ford Trip Report	4	FY14 Q1	Trip Reports	A258_C-Trip Report Biz Process Analyst- Ford 2013 12 1 (IF)	N	4/30/2014
A259	LIPA Client Satisfaction Survey Report	2	FY14 Q1	Technical Reports	A259_LIPA-ME-Client Satisfaction Trainees Report Draft Final 2013 11 25 (rm)	Y	4/30/2014
A260	GC Financial Management Policies and Procedures Manual	1	FY14 Q1	Technical Reports	A260-GC-FM-Final GC Approved and Updated P&P Manual 2013 11 20	N	4/30/2014
A261	Database of all Capacity Development Initiatives in GEMS-supported MACs	1	FY14 Q1	Database	A261_X-NCDU-Capacity Development Assessment Database Final 2013 10 (kd)	N	4/30/2014
A262	Information for MOPT on Establishing a National Research and Education Network	3	FY14 Q1	Training Materials	A262_MOPT-ICT-NREN Discussion Doc 2013 11 05 (aw).pdf	N	4/30/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A263	CSA Performance Management Systems Training Program and Resources	1	FY14Q2	Training Materials	A263-CSA-HR-A Guide to Perf Mgmt & Appraisals 2014 2 (wp)	N	5/15/2014
A264	AM data collection Module I training presentation	1	FY14Q2	Training Materials	A264-ALL-AM-AM Data Modules I Training 2014 2 (sad)	N	5/15/2014
A265	GSA Proposed Fleet Policy Implementation Framework Presentation to MOF	1	FY14Q2	Training Materials	A265-GSA-AM-MOF Fleet Policy Impl Framework 2014 2 (sad)	N	5/15/2014
A266	DG's Vision for LIPA	2	FY14Q2	Technical Reports	A266-LIPA-DG Vision Statement for LIPA - 2014-02-28 (yb-bb)	N	5/15/2014
A267	Report covering training costs of LIPA courses	2	FY14Q2	Technical Reports	A267-TR-LIPA - Training Cost Analysis Report -2014-03-04 (rs-bb)	N	5/15/2014
A268	Report outlining options for re-organizing and restructuring LIPA	2	FY14Q2	Technical Reports	A268-TR-LIPA-Options for LIPA Restructuring - 2014-02-28 (yb-bb)	N	5/15/2014
A269	Policy framework document proposing adoption of competency and outcomes-based training and certification system at LIPA	2	FY14Q2	Technical Reports	A269-TR-LIPA-Policy Framework Competency-Based Trng & Certif Sys - 2014-10-02 (bb)	N	5/15/2014
A270	Proposal for introduction of a competency based training system at	2	FY14Q2	Training Materials	A270-TR-LIPA-Towards a Competency Based Training System - 2014-02-25 (bb)	N	5/15/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
	LIPA						
A271	Recommendations from LIPA Master Trainers following delivery of Adult Learning TOT	2	FY14Q2	Technical Reports	A271-TR-LIPA-Advanced Adult Learning TOT Master Trainer Recs - 2014-03-04(ft-bb)	N	5/15/2014
A272	Adult Training Specialist's trip report	2	FY14Q2	Trip Reports	A272-TR-LIPA- Trip Report for Adult Training Specialist-2014-03-03 (ft-bb)	N	5/15/2014
A273	Training Cost Analysis Specialist's trip report	2	FY14Q2	Trip Reports	A273-TR-Trip Report for LIPA Training Cost Analysis Specialist- 2014-02-26 (rs-bb)	N	5/15/2014
A274	Business Development Specialist's trip report	2	FY14Q2	Trip Reports	A274-TR-Trip Report for Business Devt Specialist Phase II - 2014-02-28 (yb-bb)	N	5/15/2014
A275	Report on Adult Learning TOT at LIPA	2	FY14Q2	Technical Reports	A275-TR-LIPA-Report on the Execution of Adult Learning TOT- 2014-03-03 (ft-bb)	N	5/15/2014
A276	LIPA Marketing Strategy	2	FY14Q2	Technical Reports	A276-LIPA-Marketing Strategy-2014 01 20 (wd-bb)	N	5/15/2014
A277	LIPA Communication Plan	2	FY14Q2	Technical Reports	A277-LIPA - Marketing Communication Plan - 2014 01 21 (wd-bb)	N	5/15/2014
A278	LIPA Gender Mainstreaming Course Modules	2	FY14Q2	Training Materials	A278-LIPA - Modules for a Training Course in Gender Mainstreaming - 2014 01 20 (im-bb)	N	5/15/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A279	LIPA Competency Based Certification System	2	FY14Q2	Technical Reports	A279-LIPA - Competency Based Certifications System - 2014 01 22 (bb)	N	5/15/2014
A280	LIPA Phase I Performance Report on Accountancy Certification Program	2	FY14Q2	Technical Reports	A280-LIPA -Phase I Performance Report on Accountancy Certif Program - 2014 01 27 (vb-bb)	N	5/15/2014
A281	LIPA Report on preparation of Marketing and Branding Strategy	2	FY14Q2	Technical Reports	A281-LIPA -Preparation of Marketing and Branding Strategy - 2014 01 21 (wd-bb)	N	5/15/2014
A282	LIPA-Modules on Strategic Management Course	2	FY14Q2	Training Materials	A282-LIPA-Modules on Strategic Mgmt Course - 2014 01 23 (na-bb)	N	5/15/2014
A283	LIPA Strategic Sustainability Plan for 2014-2018	2	FY14Q2	Technical Reports	A283-LIPA - Strategic Sustainability Plan 2014-2018 - 2014 01 24 (na-bb)	Y	5/15/2014
A284	Charles Gasana Trip report	1	FY14Q2	Trip Reports	A284-AM-Gasana Trip Report 2014 03 21 (cg)	N	5/15/2014
A285	Survey of vehicles for auction	1	FY14Q2	Database	A285_GSA-AM Survey Vehicles for Auction 2014 03 2 (cg)	N	5/15/2014
A286	AM Module 2 Collecting and recording Data	1	FY14Q2	Training Materials	A286-ALL-AM-AM Data Modules 2 Training 2014 03 05 (sad)	N	5/15/2014
A287	AM Module 3 Developing Asset Registries	1	FY14Q2	Training Materials	A287-ALL-AM-AM Data Modules 1 Training 2014 2 20 (sad)	N	5/15/2014
A288	AM Module 4 Coding Assets	1	FY14Q2	Training Materials	A288-ALL-AM-AM Data Modules 4 Training 2014 03 05 (sad)	N	5/15/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A289	Arthur Dimas Trip Report	5	FY14Q2	Trip Reports	A289_PAY-Trip Report for Legal Reg Arthur Dimas 2014 03 29 (ad)	N	5/15/2014
A290	Arthur Dimas Draft Final mMobile Regulations	5	FY14Q2	Technical Reports	A290_mMobile Regulations-Draft Final Pending Approval 2014 03 07 (ad)	N	5/15/2014
A291	Arthur Dimas Draft Final mMobile Regulations- Annex	5	FY14Q2	Technical Reports	A291_mMobile Regulations Annex-Draft Final Pending Approval 2014 03 07 (ad)	N	5/15/2014
A300	Strategic Planning Process Phase I Report	2	FY14 Q1	Technical Reports	A300_TR-LIPA-Strategic Planning Process Phase I Report 2013-10-13(na-bb)	N	4/30/2014
A301	Appiah Trip Report Strategic Planning	2	FY14 Q1	Trip Reports	A301_TR-LIPA-Appiah Trip Report Strategic Planning 2013-12-13(nsa)	N	4/30/2014
A302	Smith Trip Report LIPA Cost Analysis	2	FY14 Q1	Trip Reports	A302-TR-LIPA Smith Trip Report Training Cost Analysis Consultancy 2013-12-13(rs)	N	4/30/2014
A303	LIPA Brand Strategy	2	FY14 Q1	Technical Reports	A303_TR-LIPA-Brand Strategy 2013- 12-19(wd-bb)	N	4/30/2014
A304	Dixon Trip Report LIPA Marketing Consultancy	2	FY14 Q1	Trip Reports	A304_Dixon Trip Report LIPA Program Marketing Consultancy 2013-12-13(wd)	N	4/30/2014
A307	Curriculum Development Workshop Report and Materials	2	FY14Q2	Training Materials	A307_TR-LIPA-Report on Curriculum Development Workshop 2014-03-11(mt-bb)	N	5/15/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A308	LIPA Curriculum Development Skills Assessment Report	2	FY14Q2	Assessments	A308_TR-LIPA-Curriculum Development Skills Assessment Report 2014-03-18(mt-bb)	N	5/15/2014
A309	Tabler Trip Report LIPA Curriculum Development	2	FY14Q2	Trip Reports	A309_TR-LIPA-Tabler Trip Report Curriculum Development Specialist 2014-03-20(mt-bb)	N	5/15/2014
A312	Advanced TOT Approaches	2	FY14Q2	Training Materials	A312_TR-LIPA-Advanced Training of Trainers (TOT) Approaches 2014-03-20(ft-bb)	N	5/15/2014
A313	Advanced TOT Detailed Approaches	2	FY14Q2	Training Materials	A313_TR-LIPA -Advanced TOT Detailed Approaches (week 2) 2014-03-20(ft-bb)	N	5/15/2014
A314	Report on Basic TOT Week 1	2	FY14Q2	Technical Reports	A314_TR-LIPA-Basic TOT detailed report (Week 1) 2014-03-18(ft-bb)	N	5/15/2014
A315	Report on Basic TOT Week 2	2	FY14Q2	Technical Reports	A315_TR-LIPA-Basic TOT detailed report (Week 2) 2014-03-18(ft-bb)	N	5/15/2014
A316	Teaching with Cases	2	FY14Q2	Training Materials	A316_TR-LIPA-Teaching with Cases 2014-02-26(yb-ft)	N	5/15/2014
A317	Validation of LIPA Needs Assessment	2	FY14 Q1	Technical Reports	A317_TR-LIPA-BDS Validation of LIPA Needs Assessment 2013-12-09(yb bb)	N	4/30/2014
A318	Badu Trip Report Business Development Consultancy	2	FY14 Q1	Trip Reports	A318_Badu Trip Report Business Development Consultancy 2013-12-13(yb)	N	4/30/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A319	LIPA Library Operational Manual	2	FY14 Q1	Technical Reports	A319_TR-LIPA-Library Operational Manual 2013-10-15(gn-bb)	N	4/30/2014
A320	Gender Mainstreaming Consultancy Consolidated Deliverables	2	FY14Q2	Technical Reports	A320_TR-LIPA-Gender Mainstreaming Consolidated Deliverables 2014-01-20(im bb)	Y	5/15/2014
A321	Matenje Gender Mainstreaming Trip Report	2	FY14 Q1	Trip Reports	A321_Matenje Trip Report Gender Mainstreaming 2013-12-06(im)	N	4/30/2014
A322	Trip Report - Peter Tobbin	3	FY14Q2	Trip Reports	A322_MOPT-ICTEA-Peter Tobbin Trip Report 2014 04 18 (pt).doc	N	5/15/2014
A323	Presentation to Min Norkeh (MOPT) of proposed e-Gov strategy	3	FY14Q2	Technical Reports	A323_MOPT-ICTEA-ICT e-Gov Workshop Presentation 2014 03 11 (pt).pptx	N	5/15/2014
A324	Trip Report - Amadou Thera	4	FY14Q3	Trip Reports	A324_C-Amadou Thera Trip Report 2014 04 (at)	N	9/11/2014
A325	Trip Report - Peter Croswell # 2	4	FY14Q3	Trip Reports	A325_C- Croswell Peter Trip Report 2014 05 (pc)	N	9/11/2014
A326	Trip Report - Michael Oraro # 1	4	FY14Q3	Trip Reports	A326_C- Michael Oraro Trip Report 2014 05 (mo)	N	9/11/2014
A327	CIMS Implementation Plan	4	FY14Q3	Technical Reports	A327_C- CIMS Implementation Plan FINAL May 27 2014 (pc)		9/11/2014
A328	CIMS Design Document	4	FY14Q3	Technical Reports	A328_C- CIMS Design FINAL DRAFT_May 27 2014 (pc)		9/11/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A329	CIMS Prototype Description, Schedule and Cost	4	FY14Q3	Technical Reports	A329_C- CIMS Prototype Implementation and Costs May 29 2014_500 (pc)		9/11/2014
A330	CIMS Cost Estimate - Excel Workbook	4	FY14Q3	Technical Reports	A330_C- CIMS Cost Estimation v5.0_5-29-2014_500 (pc)		9/11/2014
A331	Trip Report - Yaw Badu	2	FY14Q3	Trip Reports	A331_TR-LIPA Trip Report Badu May 2014 (yab)	N	9/11/2014
A332	LIPA Library Survey Instrument	2	FY14Q3	Assessments	A332_TR-LIPA Library survey instrument_May 2014 (tk)		9/11/2014
A333	LIPA Business Plan	2	FY14Q3	Technical Reports	A333_TR-LIPA Business Plan_May 2014 (yab)		9/11/2014
A334	LIPA Capability Statement	2	FY14Q3	Technical Reports	A334_TR-LIPA Capability Statement_May 2014 (yab)		9/11/2014
A335	Trip Report - Lawrence Robertson	1	FY14Q3	Trip Reports	A335_GC-M&E Trip Report Robertson 2014 05 (lr)	N	9/11/2014
A336	Common Use Items Report	1	FY14Q3	Technical Reports	A336_PPCC-PRO Common Use Report_2014 06 06 (kgj)		9/11/2014
A337	User Guide - Common Use Items Report	1	FY14Q3	Technical Reports	A337_PPCC-PRO Common Use Report User Guide_2014 06 06 (kgj)		9/11/2014
A338	Trip Report - Felipe Tejada	2	FY14Q3	Trip Reports	A338_LIPA-TR Trip Report Tejada_2014 06 18 (ft)	N	9/11/2014
A339	Trip Report - Klahn-Gboloh Jarbah	1	FY14Q3	Trip Reports	A339_PPCC-PRO Trip Report Jarbah_2014 06 (kgj)	N	9/11/2014
A340	LIPA Trainer's Competencies Checklist	2	FY14Q3	Assessments	A340_LIPA-TR Trainer's Competencies Evaluation Checklist_June 2014 (TR Team)		9/11/2014

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A341	Trip Report - Alex Weeks	1	FY14Q3	Trip Reports	A341_GSA-AM Trip Report Weeks_2014 06 (daw)	N	9/11/2014
A342	Trip Report - Yaw Badu	2	FY14Q4	Trip Reports	A342_LIPA-TR Trip Report Badu_July 2014 (yab)	N	
A343	LRA SOP for Tax Payment	5	FY14Q4	Technical Reports	A343_LRA-PAY LRA SOP for Tax Payment_July 2014 (js)	Y	
A344	CBL Regulation on Domestic Payment Operations	5	FY14Q4	Technical Reports	A344_CBL-PAY Pay Ops Decision Liberia_July 2014 (js)	Y	
A345	CBL ACH By-laws	5	FY14Q4	Technical Reports	A345_CBL-PAY CBL ACH By-laws_July 2014 (js)	Y	
A346	LRA Tax Call Service Operations Procedures	5	FY14Q4	Technical Reports	A346_LRA-PAY Tax Call Service Operations Procedures_July 2014 (js)	Y	
A347	Procedures Manual for CMCs	Cross-cutting	FY14Q4	VCM - CMC	A347_VCM-CMC Procedures Manual for CMCs_06 Aug 2014 (js)	Y	
A348	Terms of Reference for CMC	Cross-cutting	FY14Q4	VCM - CMC	A348_VCM-CMC Terms of Reference for CMC_06 Aug 2014 (js)	Y	
A349	CMC Presentation to MOE on June 2014	Cross-cutting	FY14Q4	VCM - CMC	A349_VCM-CMC June 2014 Presentation to MOE_06 Aug 2014 (js)	N	
A350	Trip Report - Donald Wheeler	4	FY14Q4	Trip Reports	A350_NBC-C Trip Report Wheeler_2014 08 (dw)	N	
A351	End of Assignment Report - Oliver Dziggel	5	FY14Q4	Trip Reports	A351_PAY Exit Report Dziggel_2014 08 (od)	N	
A352	Trip Report - Alex Weeks # 2	1	FY14Q4	Trip Reports	A352_GSA-AM Trip Report Weeks_2014 08 (daw)	N	

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A353	Asset Management Software Report	1	FY14Q4	Technical Reports	A353_GSA-AM Asset Management Software Report_2014 08 26 (daw)	Y	
A354	Trip Report - Alhaji Mamadi Kurang	2	FY14Q4	Trip Reports	A354_LIPA-TR Trip Report Kurang_2014 08 (amk)	N	
A355	Trip Report - Williams Atuilik	2	FY14Q4	Trip Reports	A355_LIPA-TR Trip Report Atuilik_2014 08 (waa)	N	
A356	Draft TOR for the DG of NBC	4	FY14Q4	Technical Reports	A356_NBC-C ToR Director General_2014 08 (dw)	N	
A357	Draft ToR for the DDG Admin & Finance of NBC	4	FY14Q4	Technical Reports	A357_NBC-C ToR DDG for A&F_2014 08 (dw)	N	
A358	Draft ToR for the DDG Monitoring & Technical Assistance of NBC	4	FY14Q4	Technical Reports	A358_NBC-C ToR DDG for Monitoring & TA_2014 08 (dw)	N	
A359	Draft ToR for the Communications Officer of NBC	4	FY14Q4	Technical Reports	A359_NBC-C ToR Communications Officer_2014 08 (dw)	N	
A360	Draft ToR for the Legal Advisor of NBC	4	FY14Q4	Technical Reports	A360_NBC-C ToR Legal Advisor_2014 08 (dw)	N	
A361	Draft ToR for the Community Development Monitor of NBC	4	FY14Q4	Technical Reports	A361_NBC-C ToR Monitor Comm Dev_2014 08 (dw)	N	
A362	Draft ToR for the Economics & Finance Monitor of NBC	4	FY14Q4	Technical Reports	A362_NBC-C ToR Monitor Econ & Fin_2014 08 (dw)	N	
A363	Draft ToR for the Employment & Labor Monitor of NBC	4	FY14Q4	Technical Reports	A363_NBC-C ToR Monitor Labor & Employ_2014 08 (dw)	N	
A364	Draft ToR for the Controller of NBC	4	FY14Q4	Technical Reports	A364_NBC-C ToR Controller_2014 08 (dw)	N	

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A365	Draft ToR for the Documentation & Reports Coordinator	4	FY14Q4	Technical Reports	A365_NBC-C ToR Documentation & Reports_2014 08 (dw)	N	
A366	NBC Proposed Organizational Structure	4	FY14Q4	Technical Reports	A366_NBC-C Proposed Organizational Structure_2014 08 (dw)	N	
A367	NBC Strategic Plan - Final Draft	4	FY14Q4	Technical Reports	A367_NBC-C Strategic Plan Final_2014 08 (dw)	Y	
A368	LIPA Library Performance Evaluation Database	2	FY14Q4	Database	A368_LIPA-TR Database for Library Performance Evaluation_2014 08 13 (tk)	N	
A369	Draft National Action Plan for Mobile Money	5	FY14Q4	Technical Reports	A369_CBL-PAY Draft National Action Plan for mMoney_2014 08 07 (od)	N	
A370	Trip Report - Victor Bonsu	2	FY14Q4	Trip Reports	A370_LIPA-TR Trip Report Bonsu_2014 08 (vbb)	N	
A371	PMS Readiness Self-Assessment for GC	1	FY14Q4	Assessments	A371_GC-HR PMS Readiness Self-Assessment_2014 08 11 (bb)	Y	
A372	OJT in PMS for HR Personnel	1	FY14Q4	Training Materials	A372_MACs-HR Using PMS to Improve Service Delivery_2014 08 16 (bb)	N	
A373	Strategy for FY15 HR Work Plan Implementation	1	FY14Q4	Technical Reports	A373_MACs-HR Strategy for FY15 Work Plan Implementation_2014 08 08 (bb)	N	
A374	MOE Fleet Management Policy	1	FY14Q4	Technical Reports	A374_MOE-AM Fleet Management Policy_2014 08 29 (zk)	N	
A375	GOL Fleet Management Workshop Presentation	1	FY14Q4	Training Materials	A375_GSA-AM GOL Workshop on Fleet Management_2014 08 (zk)	N	

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A376	GSA Coordinators Workshop Presentation	1	FY14Q4	Training Materials	A376_GSA-AM Coordinators Workshop_2014 08 (zk)	N	
A377	LWSC Comments on PPP Concept Report Presentation	4	FY14Q4	Technical Reports	A377_LWSC-C Comments on PPP Concept Report_2014 08 07 (mo)	N	
A378	RIA Review of PPP Approach Presentation	4	FY14Q4	Technical Reports	A378_RIA-C Review of PPP Approach_2014 08 24 (mo)	N	
A379	Guidelines for Use of mMoney	5	FY14Q4	Technical Reports	A379_CSA-PAY Guidelines for Use of mMoney_2014 08 (aj)	Y	
A380	Building Maintenance Manual & Guidelines for GOL Institutions	1	FY14Q4	Technical Reports	A380_MACs-AM Building Maintenance Manual_2014 07 30 (ea)	Y	
A381	Building Management Guide for GSA	1	FY14Q4	Technical Reports	A381_GSA-AM Building Management Manual_2014 09 15 (ea)	Y	
A382	Briefing Note to Cabinet on PPP in Liberia	4	FY14Q4	Technical Reports	A382_GOL-C Cabinet Briefing on PPP_2014 09 (mo)	N	
A383	Recommendations on PPP Guidelines	4	FY14Q4	Technical Reports	A383_GOL-C Recommendations on PPP Guidelines_2014 09 (mo)	N	
A384	PPP Guidelines	4	FY14Q4	Technical Reports	A384_GOL-C PPP Guidelines_2014 09 (mo)	Y	
A385	PPP Policy	4	FY14Q4	Technical Reports	A385_GOL-C PPP Policy_2014 09 15 (mo)	Y	
A386	PPP Policy Recommendations to Cabinet	4	FY14Q4	Technical Reports	A386_NIC-C Presentation to Cabinet_2014 09 24 (mo)	N	

USAID-GEMS Document Production Deliverables FY 2014

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY?
A387	PPP Policy Recommendations—Workshop Presentation	4	FY14Q4	Technical Reports	A387_NIC-C Presentation to PPP Workshop_2014 09 26 (mo)	N	
A388	Trip Report - Michael Oraro # 2	4	FY14Q4	Trip Reports	A388_NIC-C Trip Report Oraro_2014 10 03 (mo)	N	
A389	NIC Presentation on Precints for Developing PPP Guidelines & Institutional Capacity	4	FY14Q4	Technical Reports	A389_NIC-C Presentation on PPP_2014 09 (mo)	N	
A390	NIC Presentation on PPP in Liberia - Policy Recommendations	4	FY14Q4	Technical Reports	A390_NIC-C Presentation on PPP Policy Recommendations_2014 09 (mo)	N	
A391	LIPA Pre & Post Course Checklists	2	FY14Q4	Assessments	A391_LIPA-TR Pre & Post Course Checklists_2014 08 14 (ac)	Y	
A392	LIPA Course Planning Form	2	FY14Q4	Assessments	A392_LIPA-TR Course Planning Form_2014 09 29 (ac)	Y	
A393	LIPA Trainer's Competencies Evaluation Checklist	2	FY14Q4	Assessments	A393_LIPA-TR Trainer's Competencies Evaluation Checklist_2014 09 (ac)	Y	
A394	LIPA Facilitator Biographical Information Form	2	FY14Q4	Assessments	A394_LIPA-TR Facilitator Biographic Form_2014 08 14 (ac)	N	
A395	LIPA Facilitator Database	2	FY14Q4	Database	A395_LIPA-TR Facilitator Database_2014 09 10 (ac)	N	
A396	Appendices to Asset Management Software Report	1	FY14Q4	Technical Reports	A396_GSA-AM Appendices to Asset Management Software Report_2014 08 (daw)	Y	

TABLE 2: LISTS OF TRAININGS, WORKSHOPS AND EVENTS

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Financial Management					
LIPA	Formal QuickBooks Training	Nov. 27 – 28, 2013	16	7	GOL Fiscal Officers & USAID-GEMS local finance office staff
LIPA	Formal QuickBooks Training	Dec. 4 – 5, 2013	10	15	GOL Fiscal Officers & USAID-GEMS local finance office staff
IC	MOHSW – Formal Financial Management Capacity Building Training: Introduction to Medium Term Expenditure Framework (MTEF) Budgeting	Dec. 2 & 9, 2013	132	15	Finance Officers, County Health Officers, Medical Directors, Internal Auditors, Administrators
IC	CSA—Adjusted Trial Balance OJT	Feb. 4, 2014	3	2	GOL
IC	CSA—Adjusting Journal Entries OJT	Jan. 29 – 31, 2014	3	2	GOL
IC	CSA—Closing Journal Entries OJT	Feb. 18, 2014	3	2	GOL
IC	CSA—Financial Statements OJT	Feb. 18, 2014	3	2	GOL
IC	CSA— Introduction to FM Policies & Procedures Manual	March 4 – 11, 2014	3	2	GOL
IC	CSA—Journaling of Transactions OJT	Jan. 8 – 10, 2014	3	2	GOL
IC	CSA—Posting of Journal Entries OJT	Jan. 15 – 17, 2014	3	2	GOL
IC	CSA—Unadjusted Trial Balance OJT	Jan. 22 – 24, 2014	3	2	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	FDA—Adjusted Trial Balance OJT	Feb. 12 – 17, 2014	5	4	GOL
IC	FDA—Adjusting Journal Entries OJT	Jan. 29 – Feb. 5, 2014	5	4	GOL
IC	FDA—Closing Journal Entries OJT	March 5, 2014	5	4	GOL
IC	FDA—Entity Set-up in QuickBooks OJT	March 17–19, 2014	5	4	GOL
IC	FDA—Financial Statements OJT	Feb. 24 – March 3, 2014	5	4	GOL
IC	FDA—Journaling of Transactions OJT	Jan. 1– 8, 2014	5	4	GOL
IC	FDA— Posting of Journal Entries OJT	Jan. 13–15, 2014	5	4	GOL
IC	FDA—Unadjusted Trial Balance OJT	Jan. 20–27, 2014	5	4	GOL
IC	GC—Cash & Bank Account Mgt. OJT	March 18–25, 2014	1	0	GOL
IC	GC—Quarter End Closing & Financial Reporting OJT	Jan. 16– March 11, 2014	1	0	GOL
IC	GC—QuickBooks Set-up & Use OJT	Jan. 28– March 13, 2014	1	0	GOL
IC	GSA—Adjusted Trial Balance OJT	Feb. 6, 2014	2	2	GOL
IC	GSA—Adjusting Journal Entries OJT	Jan. 28–30, 2014	2	2	GOL
IC	GSA—Closing Journal Entries OJT	Feb. 27, 2014	2	2	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	GSA—Financial Statements OJT	Feb. 13–20, 2014	2	2	GOL
IC	GSA—Journalization of Transactions OJT	Jan. 7–9, 2014	2	2	GOL
IC	GSA—Posting of Journal Entries OJT	Jan. 14–16, 2014	2	2	GOL
IC	GSA—Unadjusted Trial Balance OJT	Jan. 21–23, 2014	2	2	GOL
IC	MOA—Accounting & Reporting for Donor Funded Projects OJT	Jan. 13–27, 2014	1	0	GOL
IC	MOA—Year End Closing & Financial Reporting OJT	Jan. 8–March 26, 2014	1	0	GOL
IC	MOPT—Budget Performance Report OJT	Feb. 12–19, 2014	6	3	GOL
IC	MOPT—FM Roles & Responsibilities OJT	March 5, 2014	1	3	GOL
IC	MOPT—MTEF Training	Jan. 9–28, 2014	2	2	GOL
IC	MOYS—Bank Reconciliation OJT	Feb. 4–14, 2014	0	1	GOL
IC	MOYS—IPSAS Financial Report OJT	March 4–18, 2014	1	0	GOL
IC	MOYS—Petty Cash Policy & Procedure OJT	Jan. 7–31, 2014	2	2	GOL
IC	PPCC—Cash & Bank Account Mgt. OJT	Feb. 10–March 19, 2014	1	0	GOL
IC	PPCC—QuickBooks Set-up & Use OJT	Jan. 14–March 10, 2014	2	0	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	EPA - Accounting & Reporting for Donor Funded Projects OJT	June 17 – 19, 2014	1	1	GOL
IC	EPA - Updated Org. Structure & JDs OJT	April 22, 2014	0	1	GOL
IC	GC - Accounting & Reporting for Donor Funded Projects OJT	May 13 – 15 2014	1	0	GOL
IC	GC - Quick Books Set-up & Use OJT 3	April 29 - May 1, 2014	1	0	GOL
IC	LIPA - Receivables in QuickBooks OJT 1	April 3, 2014	3	1	GOL
IC	LIPA - Receivables in QuickBooks OJT 2	April 29, 2014	0	1	GOL
IC	MOA - Accounting & Reporting for Donor Funded Projects OJT 2	May 7 – June 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	April 2 – 21, 2014	1	0	GOL
IC	PPCC - Quick Books Set-up & Use OJT 3	April 28 – June 11, 2014	1	0	GOL
Human Resources					
IC	MOE – CSA Performance Management Appraisal/System training	Dec. 10, 17 & 19, 2013	10	5	HR Personnel
IC	MACs—HR Performance Mgt. and Appraisal Training	Feb. 26–27, 2014	15	15	Wave 1&2 MACs HR personnel
IC	GSA - Guide to Performance Mgt. &	April 2, 2014	14	2	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
	Appraisal - Senior Mgt.				
IC	GSA -Guide to PMS - Supervisory Level 1	April 3,2014	19	7	GOL
IC	GSA - Guide to PMS - Supervisory Level 2	April 4, 2014	28	3	GOL
IC	GSA - Orange HR Mgmt. Installation OJT	May 30, 2014	1	0	GOL
IC	MOYS - Performance Mgmt. & Appraisal: Sr. Level	May 7, 2014	8	3	GOL
IC	MOYS - Performance Mgmt. & Appraisal: Supervisory Level	May 8, 2014	30	8	GOL
IC	NBC – Org HR Mgmt. Installation OJT	June 3, 2014	1	0	GOL
Visioning & Change Management-Related					
IC	Change management and change measurement	Oct. 24-25, 2013	11	7	Change management committee members, back office functions representatives
IC	CSA—Change Mgt. & Measurement Workshop	March 18–19, 2014	12	7	Unit Managers, M&E Points of Contact & CMC members
IC	GSA—Change Management & Measurement Workshop	March 20–21, 2014	13	10	Unit Managers, M&E Points of Contact & CMC members
IC	MOYS—CMC/Performance Management	Jan. 24, 2014	10	1	GOL
IC	MOE - Change Management and M&E	June 24, 2014	17	7	GOL
IC	MOPT - Change Management and M&E	June 12, 2014	15	3	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Asset Management					
IC	FDA – Vehicle preventive maintenance	Oct. 15, 2013	35	3	Asset officer, Transport officer, General services manager, mechanics, drivers
IC	MOE – Vehicle preventive maintenance	Oct. 30, 2013	16	0	Transport director, transport supervisor, mechanics, drivers
IC	LIPA – OJT, vehicle and generator reporting tools	Nov 4 – 6, 2013	2	0	Generator & General services Officer
IC	CSA – OJT, vehicle and generator reporting tools	Nov. 7, 11 & 12, 2013	3	0	Transport Officer & Generator maintenance officer
IC	NIC – OJT, Fleet registry updating	Nov. 12, 2013	2	0	Chief maintenance officer & Transport officer
IC	GC – OJT, vehicle and generator reporting tools	Nov. 12 & 27, 2013	3	0	Chief Driver & generator maintenance officers
IC	GSA – OJT, National fleet registry updating	Nov. 12, 22 & 27, 2013	3	0	Fleet management Director, Fleet data officers
IC	MOPT – AM introductory	Nov. 14, 2013	26	4	Personnel analyst, Minister, Chief accountant, mechanics, internal auditor, electricians, comptroller, HR director, Procurement expeditor, MOPT Inspector General
IC	NBC – AM introductory	Nov. 19, 2013	9	1	M& E officers, NBC analysts, Accountant, Communication officer
IC	MOA – AM introductory	Nov. 21, 2013	20	8	Comptroller, IT director, Asset/ maintenance officer, Warehouse supervisor, Asset officer, Accountant, Drivers, Asst. administrative officer, HR officer.

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	MOH – AM introductory	Nov. 26, 2013	11	1	Asst. MA, Fixed asset accountant, Maintenance Director, Fixed asset advisor, Procurement officer, Transport Director, Director of Housing
IC	MOYS – AM introductory	Nov. 28, 2013	28	4	Personnel director, Asst. minister for Administration, Logistic/Transport director
IC	MOE – Vehicle preventive maintenance	Dec. 10, 2013	19	0	Transport director, transport supervisor, mechanics, drivers
IC	GSA – AM introductory	Dec. 12, 2013	19	10	HR director, Director of mobile, Transport director, Asst. Fleet management director, Cost control director, Housing inspectors, Property officers, Asset manager, mechanics
IC	CSA—Generator Database OJT	March 19, 2014	3	0	AM personnel in GOL MACs
IC	CSA— Vehicle/Generator Recordkeeping Tools	Feb. 18, 2014	2	0	AM personnel in GOL MACs
IC	FDA—Fleet Maintenance OJT	March 25, 2014	3	0	AM personnel in GOL MACs
IC	FDA—Generator Preventive Maintenance	Feb. 25, 2014	9	0	AM personnel in GOL MACs
IC	GC-Vehicle and Generator Mgt. I	Jan. 30, 2014	13	0	AM personnel in GOL MACs
IC	GC— Vehicle/Generator Record Keeping Tools	Feb. 13, 2014	2	0	AM personnel in GOL MACs

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	GC— Vehicle/Generator Record Keeping Tools 2	March 18, 2014	3	0	AM personnel in GOL MACs
IC	GSA—Fleet Registry Update OJT	March 14, 2014	1	0	AM personnel in GOL MACs
IC	LIPA—Generator Record Keeping Tools	Feb. 19, 2014	1	0	AM personnel in GOL MACs
IC	MACs—Coding Assets & Locating Serial Numbers: AM Module 4	March 11, 2014	35	8	AM personnel in GOL MACs
IC	MACs—Collecting & Recording Assets Data: AM Module 2	March 5, 2014	26	7	AM personnel in GOL MACs
IC	MACs—Defining & Classifying Assets: AM Module 1	March 4, 2014	30	7	AM personnel in GOL MACs
IC	MACs—Dev. & Managing Asset Registries: AM Module 3	March 6, 2014	32	6	AM personnel in GOL MACs
IC	MOA—Vehicle Preventive Maintenance	March 7, 2014	28	1	AM personnel in GOL MACs
IC	MOE—Fleet Maintenance OJT	March 25, 2014	2	0	AM personnel in GOL MACs
IC	MOE-Generator Preventive Maintenance I	Jan. 28, 2014	19	0	AM personnel in GOL MACs
IC	MOE—Vehicle & Generator Mgt.	Feb. 10, 2014	33	0	AM personnel in GOL MACs
IC	MOH—Vehicle Preventive Maintenance I	March 6, 2014	11	1	AM personnel in GOL MACs

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	MOH—Vehicle Preventive Maintenance 2	March 20, 2014	26	0	AM personnel in GOL MACs
IC	MOPT—Vehicle Preventive Maintenance	March 5, 2014	26	0	AM personnel in GOL MACs
IC	MOYS—Vehicle Preventive Maintenance	Feb. 27, 2014	22	1	AM personnel in GOL MACs
IC	NBC—AM Vehicle Preventive Maintenance	Feb. 18, 2014	12	1	AM personnel in GOL MACs
IC	NIC—Generator Data Collection OJT	March 18, 2014	2	0	AM personnel in GOL MACs
IC	NIC—Vehicle Record Keeping Tools	Feb. 12, 2014	2	0	AM personnel in GOL MACs
IC	PPCC—Vehicle & Gen. Record Keeping OJT	March 17, 2014	3	0	AM personnel in GOL MACs
IC	CSA - Vehicle & Generator Record Keeping Tools OJT	June 11, 2014	2	0	GOL
IC	CSA - Vehicle Record Keeping Tools OJT	April 29, 2014	2	0	GOL
IC	EPA - Entering Fleet & Generator Data OJT	June 9, 2014	6	0	GOL
IC	FDA - Generator Mgt. Record Keeping Tools OJT	April 8, 2014	4	1	GOL
IC	FDA - Vehicle Record Keeping Tools OJT	June 10, 2014	2	0	GOL
IC	GC - Generator Mgt. Reporting Tools OJT	May 8, 2014	2	0	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	GSA - Coordinators Asset & Fleet Mgt. Workshop I	April 21- 22, 2014	21	3	GOL
IC	GSA - County Coordinators Asset & Fleet Mgt. Workshop I	April 23 – 24, 2014	13	3	GOL
IC	MACs - Generator Preventive Mgmt.	May 13, 2014	10	2	GOL
IC	MACs - Motorcycle Preventive Maintenance	May 20, 2014	31	1	GOL
IC	MACs - Vehicle Mgt. Record Keeping Tools	May 15, 2014	17	1	GOL
IC	MOA - Vehicle Mgt. Record Keeping Tools OJT	April 3, 2014	2	0	GOL
IC	MOA - Vehicle Record Keeping Tools & Fleet Registry Update	May 1, 2014	2	0	GOL
IC	NIC - Generator Mgt. Reporting Tool OJT	May 7, 2014	3	0	GOL
IC	CSA – Vehicle & Generator Record Keeping Tools OJT 2	Sept. 9, 2014	4	0	GOL
IC	MOA – Vehicle Record Keeping Tools OJT	Sept. 23, 2014	1	1	GOL
IC	MOE – Vehicle Maintenance Reporting/ Fleet Updating OJT	Sept. 22, 2014	2	0	GOL
IC	NIC – Fleet Registry OJT	Sept. 15, 2014	1	0	GOL
Monitoring & Evaluation					

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	FDA—M&E FM Performance Indicator	March 10, 2014	5	4	GOL
IC	GSA—M&E FM Performance Indicator OJT	March 6, 2014	2	2	GOL
Information Technology					
MOPT	IT service management implementation strategy I	Nov. 1, 2013	38	4	GOL IT Officers, Administrative Officers, USAID-GEMS personnel
MOPT	E-Government Strategy Stakeholders' Workshop I	Dec. 13, 2013	27	2	GOL personnel: DMAs, IT Officers, Administrative Officers
MOPT	E-Government Strategy Stakeholders' Workshop 2	Dec. 19, 2013	16	3	GOL personnel: DMAs, IT Officers, Administrative Officers
MOPT	ICT Organization Design Workshop	Nov. 26 2013	9	1	GOL personnel: MOPT ICT/CIO technical staff including AMT, PYPs
MOPT	What is an e-Government strategy & why does GOL need one?	Nov. 18, 2013	7	0	GOL personnel: MOPT staff: DMT, DMA, AMT, AMP & Others; USAID-GEMS personnel
MOPT	Validation of Enterprise Architecture Instrument. Conducted a presentation on Enterprise Architecture; explained key concepts and reviewed data collection tool with the team.	Nov. 20, 2013	5	0	GOL staff: Chief Information Officer and Representative of MOPT Technical Department; USAID-GEMS staff
MOPT	Validation of Enterprise Architecture Instrument. Conducted a	Dec. 6, 2013	2	2	Government of Liberia staff: President's Young Professionals; USAID-GEMS staff

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
	presentation on Enterprise Architecture; explained key concepts and reviewed data collection tool with the team.				
IC	MACs—ICT Organization Design Workshop	March 10–11, 2014	24	5	GOL
IC	MACs—IT Knowledge Sharing Workshop	Feb. 27, 2014	14	0	GOL
IC	MOHSW—Service Desk Training Workshop	March 24, 2014	6	0	GOL
IC	MOHSW—Deployment of Service Desk	March 6, 2014	1	0	GOL
IC	GSA—Service Desk Training Workshop	March 24, 2014	4	1	GOL
IC	GSA—Deployment of Service Desk	March 14, 2014	1	0	GOL
IC	NBC—Deployment of Service Desk	March 31, 2014	1	0	GOL
IC	MOF—Service Desk Training Workshop	March 5, 2014	11	2	GOL
IC	NIC—Service Desk Training Workshop	Feb. 10, 2014	6	0	GOL
IC	NIC—Deployment of Service Desk	Feb. 7, 2014	1	0	GOL
IC	MACs - ICT Organizational Design Current State	April 17, 2014	27	5	GOL
IC	MACs - IT	May 29, 2014	11	0	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
	Knowledge Sharing Workshop 2				
Concessions					
IC	Concessions roles and responsibilities workshop	Oct. 23, 2013	45	11	GOL personnel; USAID representatives; UNDP representatives; USAID-GEMS personnel
IC	Concessions roles and responsibilities working group meeting	Nov. 20, 2013	13	2	GOL personnel; USAID-GEMS personnel
IC	NBC – Concessions Reporting Workshop	Dec. 4 – 6, 2013	38	6	GOL personnel; GiZ representative; UNDP representative; USAID-GEMS personnel
IC	Concession-related entities (NBC, FDA, MLME, LISGIS, EPA, LC)	March 27, 2014	12	3	GOL staff involved w/ concessions, mapping or land issues
IC	PYPs - GIS Training Modules 1 - 11	May 23 – July 10, 2014	2	2	PYPs involved with Concessions and ICT training
mMoney					
IC	mMoney Guidelines Workshop—in collaboration with CBL	March 18, 2014	30	10	CBL, mobile companies, commercial banks, UNCDF, GSMA, credit unions
IC	mMoney technical working group on settlements & revenue sharing—in collaboration with CBL	Jan. 29, 2014	25	10	CBL, mobile companies, commercial banks, credit unions
LIPA					
IC	LIPA—Advanced Adult Learning TOT	Feb. 19–25, 2014	13	2	LIPA Trainers
IC	LIPA—Basic Adult Learning TOT 2	Feb. 5–14, 2014	18	6	LIPA Trainers

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
IC	LIPA—Curriculum Development	March 11, 2014	21	5	LIPA Trainers
Procurement					
IC	CSA—Procurement Committee Workshop	Feb. 26, 2014	8	1	GOL
IC	EPA—Procurement Committee Workshop	Feb. 19, 2014	8	1	GOL
IC	EPA—Procurement for End Users	March 24, 2014	12	7	GOL
IC	FDA—Procurement Committee Workshop	Feb. 24, 2014	10	1	GOL
IC	FDA—Procurement for End Users	March 27, 2014	15	3	GOL
IC	GC—Procurement Committee Workshop	Feb. 14, 2014	3	0	GOL
IC	GSA—Procurement Committee Workshop	Feb. 25, 2014	9	3	GOL
IC	GSA—Procurement for End Users	March 19, 2014	23	6	GOL
IC	MOA—Procurement Committee Workshop	Feb. 13, 2014	7	7	GOL
IC	MOE—Procurement Committee Workshop	Feb. 20, 2014	7	2	GOL
IC	MOE—Procurement for End Users	March 21, 2014	18	9	GOL
IC	MOPT—Procurement	Feb. 27, 2014	9	1	GOL

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
	Committee Workshop				
IC	MOPT—Procurement for End Users	March 25, 2014	20	8	GOL
IC	MOYS—Procurement Committee Workshop	Feb. 28, 2014	8	2	GOL
IC	MOYS—Procurement for End Users	March 28, 2014	16	3	GOL
IC	NBC—Procurement Committee Workshop	March 5, 2014	7	2	GOL
IC	NIC -Procurement Committee Workshop	March 6, 2014	7	1	GOL
IC	PPCC—Procurement Committee Workshop	Feb. 10, 2014	7	3	GOL
IC	PPCC—Procurement for End Users	March 17, 2014	12	4	GOL
IC	PYPs—Procurement Link With Budget	March 22, 2014	6	5	PYPs trained as Budget Analysts/ Directors for MACs
TOTAL			1,784	424	

TABLE 3: LIST OF STTA CONSULTANTS FY2014

Specialist Name (Last, First)	Purpose of Consultation	Achievements
Appiah, Nicholas <i>Strategic Planning Specialist</i>	To develop a strategic plan for LIPA to strengthen its program delivery.	LIPA strategic plan prepared; including modules and training materials on strategic planning & management
Njoroge, George <i>Library Management Systems Specialist</i>	To facilitate capacity building and performance improvement of LIPA library services to ensure that users have access to training, research and information resources both in electronic and manual forms.	Capacity of LIPA staff in Library systems management enhanced. Reports and manuals covering Library needs assessment; Library operations ; training materials, etc. provided
Atuilik, William Bonsu, Victor and Kurang, Alhaji <i>Accounting Instructors</i>	To strengthen professional accountancy education, improve the quality of accounting education in Liberia; and enhance public sector financial management capacity.	Lectures in class delivered; including provision of student assignments, tutorials and guidance; preparation and administration of tests and exams and monthly and quarterly status updates.
Smith, Roderick <i>Training Cost Analysis Specialist</i>	To analyze the current pricing structure of LIPA courses; determine the break-even points for the courses and estimate prices and numbers of participants necessary to ensure sustainable operation of LIPA.	Analyzed each course using a breakeven technique to establish the course fees and number of participants needed for the course to be financially sustainable; Estimated the total, fixed and variable cost; Proposed actions aimed at improving the sustainability of these courses; Reviewed the fee structure and proposed actions that can lead to greater financial sustainability; Conducted a market survey to assess fee competitiveness; and prepared a consolidated report.
Badu, Yaw <i>Business Development Specialist</i>	To assist LIPA to build its capacity to strategically seek new business opportunities, develop winning proposals for service delivery, and provide advisory services to public and private sector customers	Options for LIPA Restructuring completed. Teaching materials for Technical Proposal Writing and Consultancy Skills Course drafted. A Vision Statement for the DG of LIPA was articulated. Chaired a LIPA Team to prepare a Cabinet Presentation on the Strategic Sustainability Plan 2014–2018. 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.
Matenje, Isabel <i>Gender Mainstreaming Specialist</i>	To provide support in developing LIPA's capacity to mainstream gender-responsive issues and concerns into training, research and consultancy programs, thereby contributing to women's empowerment and access to local and national decision-making processes.	Gender needs assessment conducted; reports on status of gender mainstreaming in LIPA programs prepared; including an analysis of participation rates in LIPA training programs

Specialist Name (Last, First)	Purpose of Consultation	Achievements
Dixon, Wanneh <i>Marketing Specialist</i>	To provide technical assistance to LIPA which will substantially enhance its capacity to market its training, research, consultancy and library services.	LIPA Marketing strategy and Communication/Branding Plan prepared
Brumskine, Estelle <i>Financial Management Consultant</i>	To assist in addressing findings related to the risk assessment of the Ministry of Health and Social Welfare (MOHSW), Ministry of Education (MOE), and the Ministry of Agriculture (MOA) as reflecting in the PFM Risk Assessment Framework report.	Worked with the USAID-GEMS FM team especially at the MOHSW, MOE and MOA. Performed walk-throughs of the various business processes of these ministries and prepared draft financial management policies and procedures manuals for them. Completed the final draft of the financial management policies and procedures manual of the MOE and submitted it to the management for final comments and/or approval.
Nartey, Paul <i>Pay Grading Advisor</i>	To develop existing and revised position "Establishment" list within each MAC considering standardized job titles, collapsing of titles and roles, classification hierarchy and to review the legal and regulatory environment related to pay and incentives.	Collated establishment and personnel listings for 8 MACs. Works within the CSA with Director of Employment Directorate and provides OJT for 4 Occupational Analysts on collation of Human Resource Planning (HRP) data from the personnel listings of various MACs.
Jaco, Crafford <i>Cadastral Consultant</i>	To identify needed upgrades to the FlexiCadastral Mining Cadastre at MLME; plan for installation of shared system for all concession-related entities.	Upgrades identified; implementation plan prepared and requirements defined.
Ford, Ivan <i>Concessions Business Analyst</i>	Define user requirements for the National Concessions Cadastre	Prepared C-CIMS High-Level Situation and Business Analysis 2014 3 26 (if)
Gasana, Charles <i>Fleet Policy Consultant</i>	Extensively consult with the GSA, MOF and the MACs, to review the GOL fleet policy and look for any omissions based on the Rwanda model. To meet with banks, Insurance companies and private car hire companies and bring them on board, To write an Implementation plan	Working at the GSA, Made detailed recommendations on the roadmap and wrote an implementation plan for the GOL Fleet Policy. Assisted with all the negotiation with the involved private organizations and conducted orientation workshops with various MACs. Negotiated with the MOF for an Implementation budget. Was unable to get involved in actual implementation as the MOF withdrew the allocated budget and the GSA was unable to get it reinstated.
Wongbe, Taa <i>Design of ICT in Government Consultant</i>	To assess GOL's ICT competencies and make recommendations on improving the institutional arrangements for GOL's use of ICT.	The design phase of the project completed with the methods validated and assessors prepared for the field work in January 2014.

Specialist Name (Last, First)	Purpose of Consultation	Achievements
		The objective of this assignment was to plan a reorganization of Government of Liberia ICT competencies and resources.
Tobbin, Peter <i>National Enterprise Architecture Consultant</i>	To assist GOL with the design and implementation of a National Enterprise Architecture	Developed the National e-Government Strategy and Implementation Plan for the Government of Liberia; Developed a National Enterprise Architecture (NEA) describing how the information systems, processes, organizational units and people in an organization function as a whole, guiding MACs to know how best to execute their vision and strategies.
Dimas, Arthur <i>Legal & Regulatory Advisor</i>	30-day LOE to overhaul the CBL mMoney Guidelines.	Provided major revisions to the original regulation issued by CBL in August 2011. Non-banks are now eligible to provide mMoney services to the public (via special subsidiary). Also, a second mWallet denominated in US dollar is authorized.
Thera, Amadou <i>Concessions Business Process Analyst</i>	Concessions Business Process Analyst	Documented/Designed detailed business process flows for the Concessions Information Management System
Croswell, Peter <i>Concessions Systems Design Expert</i>	Concessions Systems Design and Specification Expert	Prepared the conceptual design, implementation plan and specifications for the Concessions Information Management System. Consultation completed successfully in the 3 rd quarter.
Oraro, Michael <i>Concessions/PPP Advisor at NIC</i>	Develop PPP policy, guidelines at NIC; provide guidance on reorganization and operation of the CDPPP Directorate at NIC	Recommendations for rationalizing the institutional framework for PPPs in Liberia prepared; recommendations for organizing the Concessions and Public-Private Partnership Development Department prepared Policy and guidelines developed; draft of CDPPP Directorate plan prepared
Tabler, Margaret <i>Curriculum Development Specialist</i>	Through curriculum development, to strengthen and expand LIPA's capacity to provide targeted training programs; ensuring quality, consistency, and standardization of training methodologies and materials; and improving the overall quality and impact of LIPA's training programs.	This first trip was targeted at scoping the situation and drafting a variety of tools and approaches, building teams for the next steps, and launching a training and mentoring process that will culminate in redeveloped quality course materials for LIPA. Deliverables included a methodology report, skills assessment report, and presentation of materials for a first workshop on Basics of Curriculum Development.
Tejeda, Felipe <i>Training Specialist</i>	To develop and deliver best-practice inspired adult learning training of trainers (TOT) workshops—both Basic and Advanced—for most of LIPA staff.	The TOTs were scheduled for and delivered incrementally stretching over the four weeks of the month of February. Both workshops were designed and delivered successfully. LIPA faculty and adjunct staff are now able to describe and apply the principles of adult

Specialist Name (Last, First)	Purpose of Consultation	Achievements
		learning to current and future LIPA training programs, describe what a good case study is and demonstrate the ability to develop one, and practice a range of advanced facilitation techniques.
Wheeler, Donald <i>Organizational Development Specialist</i>	NBC Strategic Plan	NBC Strategic Plan developed; carried out organizational development consultation
Thera, Amadou <i>Concessions Business Process Analyst</i>	Train PYPs in use of FlexiCadastre and other systems-related tasks	Training completed successfully
Tejeda, Felipe <i>Curriculum Development Specialist</i>	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 to 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 <i>AM Software Analyst</i>	To consult extensively with the GSA, MOF and sample MACs, to conduct a full review of the GOL's Asset management software requirements and write a report with full recommendation as to the way forward. To do a full assessment of the previously use MaintStar system and consider the merits of MaintStar whilst making the recommendation.	Consulted extensively with the GSA, MOF and selected MACs as to requirement, researched extensively possible solutions including an evaluation on the previously used MaintStar System. Set up three video link conferences and presentations, with three leading suppliers, from each of the following countries, USA, UK, Canada. Wrote a full report with recommendations which is currently with the GSA awaiting evaluation.
Acolatse, Elliot <i>Building Management & Maintenance Specialist</i>	To consult extensively with the GSA and selected MACs to establish desired requirement GOL building management, write guidelines for both building management and maintenance, establish a building register and work with the GSA putting in processes and systems.	Consulted extensively with GSA and MACs, completed a set of recommendations for building management and maintenance based on assessment for GSA consideration. Also completed the Building Management Guidelines and The Building Maintenance Guidelines awaiting GSA evaluation. The contract was suspended after three months due to the Ebola crisis.
Jarbah, Klahn-Gboloh <i>Procurement Consultant</i>	Development of Common Use Item Data for PPCC website to guide	Common Use Item Data developed with indicative prices.

Specialist Name (Last, First)	Purpose of Consultation	Achievements
	program planning and decision making.	
Robertson, Lawrence M&E Consultant	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).	<p>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.</p> <p>Drafted and revised generic institutional assessment template for MACs</p>

TABLE 4: EQUIPMENT, FURNISHINGS & SUPPLIES TO MACS JULY 2011–SEPTEMBER 2014

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
CSA	Cyberoam	UTM/Firewall	Finance Department	13-May-13	7,458.52
CSA	Anti-virus	Anti - Virus (50 users) Eset business Anti-virus Etc.	CSA Server	13-May-13	6,642.75
CSA	UPS	Server	CSA Server	13-May-13	4,661.58
CSA	Switch	Catalyst WS-C290-P48-S Switch	Finance Department	13-May-13	3,612.72
CSA	License	Window 2008 Enterprise Edition	CSA Server	13-May-13	2,913.49
CSA	Computer	Desktop Computer	Procurement	24-Dec-13	1,025.13
CSA	Computer	Desktop Computer	Assets Management	24-Dec-13	994.17
CSA	Computer	Desktop Computer	Human Resources	24-Dec-13	981.28
CSA	Printer	Network Printer	Finance Department	13-May-13	874.05
CSA	Safe	Fire proof office safe 130kg H/duty	Finance Department	1-Apr-13	866.85
GC	Aluminum Cubical	4 Office Cubicles	GEMS M&E office @ GC	10-Sep-12	7,037.78
GC	Air conditioner	18,000 BTU Air conditioner	GEMS M&E office @ GC	4-Sep-12	940.88
GC	Air conditioner	18,000 BTU Air conditioner	GEMS M&E office @ GC	4-Sep-12	940.88
GSA	Cyberoam	Cyberoam CR100i (3yr subscription)	IT Room	13-May-13	8,387.28
GSA	Computer	Server	OFM	13-May-13	6,989.40
GSA	UPS	Server UPS	IT Room	13-May-13	2,688.23
GSA	Anti-virus	Estet NOD32 Antivirus 5 (3years subscription)	IT Room	13-May-13	1,720.47
GSA	Switch	Managed Network Switch	IT Room	13-May-13	1,612.94
GSA	Computer	Desktop Computer	Finance Dept.-1	13-May-13	1,021.53
GSA	Computer	Desktop Computer	Finance Dept.-2	13-May-13	1,021.53
GSA	Computer	Desktop Computer	Human Resources I	13-May-13	1,021.53
GSA	Computer	Desktop Computer	Procurement I	13-May-13	1,021.53
GSA	Computer	Desktop Computer	Fleet Management I	13-May-13	1,021.53
GSA	Computer	Desktop Computer	M&E	13-May-13	1,021.53
GSA	Computer	Desktop Computer	IT Room	13-May-13	1,021.53
GSA	SBS	SBS 2011 Standard Edit	IT Room	13-May-13	1,021.53
GSA	Computer	Desktop Computer	Assets Management	24-Dec-13	1,018.77
GSA	Networks	Network drops (complete)	IT Room	13-May-13	860.23

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
GSA	SBS	Client Access License for SBS Standard Ed	IT Room	13-May-13	817.22
GSA	Safe	Fire proof office safe 130kg H/duty	Finance Department	1-Apr-13	816.75
GSA	Printer	Network Printer	IT Room	13-May-13	510.76
LIPA	Local Area Network (LAN)	Information and communication Technology (ICT) and Power system solution for LIPA Wave I (LOT 1- to set up a comprehensive, secured and well-structured Local Area Network (LAN) in a server environment with redundancy,	LIPA	8-Aug-14	84,729.00
LIPA	Battery Bank	Information and communication Technology (ICT) and Power system solution for LIPA Wave I (LOT 2-set up an Inverter with Battery Bank system to provide safe and uninterrupted power supply for LIPA core networking equipment	LIPA	8-Aug-14	46,615.00
LIPA	Renovations	Training Rooms and Hall Way	Training Rooms		21,458.13
LIPA	Computers	Information and communication Technology (ICT) and Power system solution for LIPA Wave I (LOT 1- LVO TS TP E540 17-4702MQ 500/8GB W8P, 64-bit)	LIPA	8-Aug-14	20,797.83
LIPA	Server and Anti-virus licenses	Addendum "A" for LIPA Extended IT Solution (Windows server 2012 Standard Edition Server / CAL License and Anti-Virus)	LIPA	8-Aug-14	16,152.50
LIPA	Computer	Server & Monitor	Finance Dept.	31-Jan-13	7,556.57
LIPA	Renovations	Main building bathroom, Procurement Training room & bathrooms	Training Rooms		7,206.75
LIPA	Cyberoam	UTM/Firewall	Finance Dept.	31-Jan-13	5,696.49
LIPA	Projectors	Information and communication Technology (ICT) and Power system solution for LIPA Wave I (LOT 3- and Projectors)	LIPA	8-Aug-14	4,219.45
LIPA	Photocopiers	Information and communication Technology (ICT) and Power system solution for LIPA Wave I (LOT 3- Multi-purpose canon photocopier IR2520)	LIPA	8-Aug-14	3,665.58
LIPA	Renovations	Executive Training Room	Office & Executive TR		3,112.10
LIPA	UPS	Server UPS	Finance Dept.	31-Jan-13	2,906.37

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
LIPA	Software	QuickBooks (fee + service plan)	Finance Department	19-Feb-13	2,632.00
LIPA	Computers	Information and communication Technology (ICT) and Power system solution for LIPA Wave I (LOT I- ACER C710-2826 CHROME 2GB 16GB SSD)	LIPA	8-Aug-14	2,560.69
LIPA	Switch	Managed Network Switch	Finance Dept.	31-Jan-13	1,743.82
LIPA	Computer	Desktop Computer & Monitor	Finance Dept. 1	31-Jan-13	1,104.42
LIPA	Computer	Desktop Computer & Monitor	finance Dept. 2	31-Jan-13	1,104.42
LIPA	Computer	Desktop Computer & Monitor	Procurement - 1	31-Jan-13	1,104.42
LIPA	Computer	Desktop Computer & Monitor	IT Room-1	31-Jan-13	1,104.42
LIPA	Computer	Desktop Computer & Monitor	Human Resources-1	31-Jan-13	1,104.42
LIPA	Computer	Additional Desktop computer	Fleet Management	12-Mar-13	1,104.42
LIPA	Computer	Desktop Computer	Assets Management	24-Dec-13	1,000.51
LIPA	Safe	Fire proof office safe 130kg H/duty	Finance Department	1-Apr-13	816.75
MOPT	Air conditioner	24000BTU A/C, split unit (Samsung)	GEMS office at MOPT	8-May-12	1,210.25
MOPT	Renovations	GEMS office at MOPT	GEMS office at MOPT	25-May-12	923.44
NBC	Core Switch	Manage L3 Switch	Server room	12-Mar-13	7,673.21
NBC	Computer	Server & Monitor	Finance Dept.	31-Jan-13	7,061.58
NBC	Cyberoam	UTM/Firewall	Finance Dept.	31-Jan-13	5,323.34
NBC	UPS	Server UPS	NBC Server	31-Jan-13	2,715.99
NBC	Software	QuickBooks (fee + service plan)	Finance Department	19-Feb-13	2,632.00
NBC	Access Switch	Manage L2 switch	1st Floor	12-Mar-13	2,164.44
NBC	Access Switch	Manage L2 switch	2nd Floor	12-Mar-13	2,164.44
NBC	Access Switch	Manage L2 switch	3rd Floor	12-Mar-13	2,164.44
NBC	Access Switch	Manage L2 switch	Annex	12-Mar-13	2,164.44
NBC	Server Cabinet	To host Server	Server room	12-Mar-13	1,075.19
NBC	Computer	Desktop Computer & Monitor	Finance Dept. 1	31-Jan-13	1,032.08
NBC	Computer	Desktop Computer & Monitor	Finance Dept. 2	31-Jan-13	1,032.08
NBC	Computer	Desktop Computer & Monitor	Procurement 1	31-Jan-13	1,032.08
NBC	Computer	Desktop Computer & Monitor	Human Resources 1	31-Jan-13	1,032.08
NBC	Computer	Desktop Computer & Monitor	M & E 1	31-Jan-13	1,032.08
NBC	Software	Windows SBS 2011 Essential Edition	Finance Dept.	31-Jan-13	1,032.08
NBC	Computer	Desktop Computer	Assets Management	24-Dec-13	1,012.83
NBC	UPS	Network Equip't UPS	1st Floor	12-Mar-13	920.47

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
NBC	UPS	Network Equip't UPS	2nd Floor	12-Mar-13	920.47
NBC	UPS	Network Equip't UPS	3rd Floor	12-Mar-13	920.47
NBC	UPS	Network Equip't UPS	Annex	12-Mar-13	920.47
NBC	UPS	Network Equip't UPS	Core switch UPS	12-Mar-13	920.47
NBC	Software	Eset NOD32 Antivirus 5	Finance Dept.	31-Jan-13	847.39
NBC	Access Cabinet	Cabinet For Network equip't	1st Floor	12-Mar-13	840.77
NBC	Access Cabinet	Cabinet For Network equip't	2nd Floor	12-Mar-13	840.77
NBC	Access Cabinet	Cabinet For Network equip't	3rd Floor	12-Mar-13	840.77
NBC	Access Cabinet	Cabinet For Network equip't	Annex	12-Mar-13	840.77
NBC	Computer	Desktop OptiPlex 990 with 19" flat screen 4GB Ram/500gb HDD	NBC	6-Mar-12	824.00
NBC	Computer	Desktop OptiPlex 990 with 19" flat screen 4GB Ram/500gb HDD	NBC	6-Mar-12	824.00
NBC	Computer	Desktop OptiPlex 990 with 19" flat screen 4GB Ram/500gb HDD	NBC	6-Mar-12	824.00
NBC	Computer	Desktop OptiPlex 990 with 19" flat screen 4GB Ram/500gb HDD	NBC	6-Mar-12	824.00
NBC	Computer	Desktop OptiPlex 990 with 19" flat screen 4GB Ram/500gb HDD	NBC	6-Mar-12	824.00
NBC	Safe	Fire proof office safe 130kg H/duty	Finance Department	1-Apr-13	816.75
NBC	Patch Panel	24 port patch panel	1st Floor	12-Mar-13	607.92
NBC	Patch Panel	24port patch panel	2nd Floor	12-Mar-13	607.92
NBC	Patch Panel	24port patch panel	Annex	12-Mar-13	607.92
NBC	Patch Panel	24 port patch panel	Server room	12-Mar-13	607.92
PPCC	Cyberoam	UTM/Firewall	IT Room	13-May-13	8,509.99
PPCC	Computer	Server	Finance Dept.	13-May-13	7,091.66
PPCC	UPS	Server UPS	IT Room	13-May-13	2,727.56
PPCC	Software	QuickBooks (fee + service plan)	Finance Department	19-Feb-13	2,632.00
PPCC	Software	Estet NOD32 Antivirus 5 (3years subscription)	IT Room	13-May-13	1,745.64
PPCC	Switch	Managed Network Switch	IT Room	13-May-13	1,636.54
PPCC	Computer	Desktop Computer	Finance Dept. 1	13-May-13	1,036.47
PPCC	Computer	Desktop Computer	Finance Dept. 2	13-May-13	1,036.47
PPCC	Computer	Desktop Computer	Human Resources 1	13-May-13	1,036.47
PPCC	Computer	Desktop Computer	Procurement 1	13-May-13	1,036.47
PPCC	Computer	Desktop Computer	Fleet Management 1	13-May-13	1,036.47
PPCC	SBS	SBS 2011 Standard Edit	IT Room	13-May-13	1,036.47

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
PPCC	Computer	Desktop Computer	Assets Management	24-Dec-13	1,018.77
PPCC	Safe	Fire proof office safe 130kg H/duty	Finance Department	1-Apr-13	816.75
PPCC	Cable	Network drops (complete	IT Room	13-May-13	654.61
PPCC	SBS	Client Access License for SBS Standard Ed	IT Room	13-May-13	621.88
PPCC	UPS	APC UPS 1100 watts original	IT Room	13-May-13	518.24
TOTAL					\$406,892.21

* Items under \$500 not included

For more information contact www.ibi-usa.com

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

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