



USAID
FROM THE AMERICAN PEOPLE

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

ANNUAL REPORT: OCTOBER 2014–SEPTEMBER 2015
(FISCAL YEAR 2015)



OCTOBER 2015

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

Cover Photo: From left to right—Rep. Thomas Fallah Kpaka (House of Representatives Chairman on Concessions), Hon. Ciata Bishop (Director General, National Bureau of Concessions), along with representatives of Concessionaires.

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

**ANNUAL REPORT: OCTOBER 2014–SEPTEMBER 2015
(FISCAL YEAR 2015)**

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

CONTENTS

- ACRONYMS AND ABBREVIATIONSV**
- EXECUTIVE SUMMARY IX**
 - Introductionix
 - Extraordinary Events.....xii
 - Impact of Ebola epidemic on Project Activitiesxii
 - Achievements.....xv
 - Special Projects..... xxiv
 - Challenges..... xxv
- I. PROGRAM OVERVIEW..... I**
 - Strategic Approach2
- II. PROGRAM ACHIEVEMENTS AND PERFORMANCE 5**
 - Achievements by Program Objectives5
 - Objective I: GOL Management Systems5
 - Financial Management5
 - Human Resources..... 11
 - Assets Management..... 19
 - Procurement management..... 23
 - Information Technology 27
 - Monitoring and Evaluation 35
 - Objective 2: Institutional Capacity of LIPA Enhanced 36
 - Objective 3: GOL Institutions Using ICT More Effectively 40
 - Objective 4: Management of Natural Resource Concessions 45
 - Objective 5: Utilizing a National Payment System..... 47
- III. ACHIEVEMENTS IN CROSS-CUTTING THEMES AND SPECIAL PROJECTS..... 53**
 - Economic Advisory Support to MFDP..... 53
 - The President’s Young Professionals Program..... 55
 - Training 56
 - Gender Considerations 58
- IV. CHALLENGES, ISSUES, CONSTRAINTS AND MITIGATING ACTIONS 59**
 - Financial Management 59
 - Human Resources..... 59

Asset Management.....	60
Procurement Management.....	60
LIPA.....	61
ICT and Information Technology	62
Concessions Management.....	63
President’s Young Professional Program.....	64
V. M&E METRICS	65
Performance Monitoring Plan Indicators.....	65

ANNEXES

ANNEX 1: USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: ANNUAL REPORT FY15.....	67
ANNEX 2: USAID-GEMS WORKPLANS FOR Q1 FY 2016	87
ANNEX 3: SUCCESS STORIES.....	97
ANNEX 4: PYPP ANNUAL REPORT— FY2015.....	101
ANNEX TABLE 1: LIST OF PRODUCTS AND DELIVERABLES FY2015	107
ANNEX TABLE 2: LISTS OF TRAININGS, WORKSHOPS AND EVENTS.....	113
ANNEX TABLE 3: LIST OF STTA CONSULTANTS FY15	121
ANNEX TABLE 4: EQUIPMENT, FURNISHINGS & SUPPLIES TO MACS JULY 2011– SEPTEMBER 2015	123

TABLES

TABLE 1: USE OF ACCOUNTING SOFTWARE IN MACS.....	8
TABLE 2: STATUS OF PMS IMPLEMENTATION AT MACS.....	13
TABLE 3: STATUS OF HR POLICY MANUALS.....	17
TABLE 4: QUALITY OF PROCUREMENT DOCUMENTATION AND METHODS	25
TABLE 5: IMPLEMENTATION OF PROCUREMENT PLANS.....	26
TABLE 6: DEPLOYMENT OF SERVICE DESKS AT MACS.....	27
TABLE 7: FY15 SYSTEMS AND NETWORK ADMINISTRATOR TRAINING.....	28
TABLE 8: USAID-GEMS SUPPORT TO ICT PLATFORMS.....	30
TABLE 9: INFRASTRUCTURE SUPPORT TO LRA REVENUE WINDOWS.....	32
TABLE 10: PMP INDICATOR PERFORMANCE	65

CHARTS

CHART 1: PERCENTAGE OF PARTNER MACS MEETING INDICATOR REQUIREMENTS.....	7
CHART 2: NUMBER OF PARTNER MACS WITH FM MANUAL IN PLACE	10

CHART 3: PERCENTAGE OF MACS WITH VARIOUS HR SYSTEM ELEMENTS.....	16
CHART 4: PERCENTAGE OF MACS WITH KEY ELEMENTS OF FUNCTIONAL HR DIVISION	17
CHART 5: VEHICLES SERVICED ACCORDING TO GSA SCHEDULE.....	20
CHART 6: VEHICLES IN OPERATION.....	21
CHART 7: ICT PLATFORMS SUSTAINED IN GOOD HEALTH	32
CHART 8: TYPE OF TAX PAID AT TEMPLE OF JUSTICE.....	48
CHART 9: TAX TYPES PAID AT LME	49
CHART 10: MEDIAN PERCENTAGE OF SALARY USED TO COLLECT SALARY	50
CHART 11: PERCENTAGE OF SELECTED TEACHERS MISSING LESSONS	51
CHART 12: TRAINING STATISTICS BY GENDER FOR FY2015	57
CHART 13: TRAINING STATISTICS BY GENDER FOR FY2012 – FY2015	57

ACRONYMS AND ABBREVIATIONS

AER	Annual Economic Review
AfT	Agenda for Transformation
AM	Asset Management
ASYCUDA	Automated System for Customs Data
ATSWA	Accounting Technician Scheme of West Africa
AYP	Advancing Youth Project
BOD	Board of Directors
CAG	Comptroller and Accountant General
CBL	Central Bank of Liberia
CCN	Cooperating Country National
CDR	Call Data Records
CDS	Curriculum Development Specialist
CIMS	Concessions Information Management System
CIO	Chief Information Officer
CMA	Central Management Agency
CNDRA	Center for National Documents, Records & Archives
COP	Chief of Party
CPA	Certified Public Accountant
CSA	Civil Service Agency
CSRD	Civil Service Reform Directorate
DBDP	Department of Budget and Development Planning
DCOP	Deputy Chief of Party
DDG	Deputy Director General
DDGA	Deputy Director General of Administration
DMA	Deputy Minister of Administration
DO	Development Objective
DOR	Department of Revenue
DQA	Data Quality Assessment
ED	Executive Director
EMT	Economic Management Team

EPA	Environmental Protection Agency
ESRP	Economic Stabilization and Recovery Plan
ETC	Emergency Telecommunications Cluster
EVD	Ebola Viral Disease
FDA	Forestry Development Authority
FM	Financial Management
FY	Fiscal Year
GC	Governance Commission
GEFE	Gender Equality and Female Empowerment
GFS	Government Financial Statistics
GOL	Government of Liberia
GSA	General Services Agency
HICD	Human and Institutional Capacity Development
HR	Human Resources
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
IFRS	International Financial Reporting Standards
IGR	Internally Generated Revenue
IMCC	Inter-Ministerial Concessions Commission
IPSAS	International Public Sector Accounting Standards
IPTP	Intensive Procurement Training Program
IRC	Internal Reform Committee
IT	Information Technology
ITIL	Information Technology Infrastructure Library
ITSM	Information Technology Services Management
JD	Job Description
L-MEP	Liberia Monitoring and Evaluation Project
LAN	Local Area Network
LIPA	Liberia Institute of Public Administration
LRA	Liberia Revenue Authority

LTA	Liberia Telecommunications Authority
M&E	Monitoring and Evaluation
MAC	Ministry, Agency, & Commission
MBR	Merit Based Recruitment
MDG	Millennium Development Goal
MFDP	Ministry of Finance and Development Planning
MLME	Ministry of Lands, Mines & Energy
MOA	Ministry of Agriculture
MOCI	Ministry of Commerce and Industry
MOE	Ministry of Education
MOHSW	Ministry of Health and Social Welfare
MOPT	Ministry of Post and Telecommunications
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MYS	Ministry of Youth and Sports
NBC	National Bureau of Concessions
NEA	National Enterprise Architecture
NGO	Non-governmental Organization
NIC	National Investment Commission
NPS	National Project System
OBI	Open Budget Initiative
OJT	On-the-Job Training
PEFA	Public Expenditure and Financial Accountability
PFM	Public Financial Management
PFMRCU	Public Financial Management Reforms Coordinating Unit
PMO	Project Management Office
PMP	Performance Management Plan
PMS	Performance Management System
PPCC	Public Procurement and Concessions Commission
PPP	Public-Private Partnerships
PSMP	Public Sector Modernization Project
PYP	Presidential Young Professionals

PYPP	President's Young Professionals Program
RIA	Roberts International Airport
SBA	Small Businesses Act
SBE	Small Business Empowerment Act
SIGTAS	Standard Integrated Government Tax Administration System
STTA	Short-term Technical Assistance
TOJ	Temple of Justice
TOT	Train-the-Trainer
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
USG	United States Government
UTM	Unified Threat Management
WHO	World Health Organization

EXECUTIVE SUMMARY

INTRODUCTION

This report covers activities and project operations undertaken by the United States Agency for International Development Governance and Economic Management Support (USAID-GEMS) project from October 1, 2014 through September 30, 2015, which constitutes Fiscal Year 2015 (FY15). Implementing partner IBI International guided work based on the Year 4 Work Plan, which was approved by USAID and the Government of Liberia (GOL) partners, and its progress was tracked in the performance management plan (PMP). The overarching objective of USAID-GEMS is more effective, accountable and inclusive governance with supported Ministries, Agencies & Commissions (MACs) performing targeted public sector functions more effectively.

To achieve this goal, USAID-GEMS works the GOL to support its own initiatives to strengthen its public sector capacity to improve its performance by providing modified processes and procedures, operating manuals to enable continuity, technology (hardware & software) for efficient delivery, and guided support to manage change, using formal and on-the-job training to enable learning by doing and enhance sustainability.

In FY15, the approved Work Plan and accepted recommendations from the external mid-term evaluation were implemented. This occurred during a time when the Ebola Virus Disease (EVD) epidemic, which began in March 2014, ravaged the country and impacted project delivery for the first six months of the year. The IBI team continued project implementation during the EVD and supported the GOL and United States Government (USG) in Assets Management, Procurement and Information and Communications Technology (ICT) in response to the epidemic.

By the end of FY15, Liberia was declared Ebola free for the third time. The GOL, public, and private sector activities resumed with the occasional chlorine bucket as a reminder of Ebola protocols. The fear and devastation of the EVD was almost forgotten except by those who lost friends and loved ones, who suffer from the side effects of surviving, who are traumatized from the experience, and who are concerned about the continued fragility of fundamental systems. The hope is for substantive performance improvements to ensure that Liberia does not find itself in the same place when it returns.

During FY15, USAID-GEMS continued its assistance to the GOL in building the foundational elements of governance through support to select MACs, including GOL central management agencies. USAID-GEMS remained focused on financial management performance improvement through human and institutional capacity building through the integration of five economic governance areas defined in the contract.

- **Objective 1**—Improving financial management, human resource management, procurement, and asset management while utilizing IT for efficiency and M&E to enhance sustainability in 14 GOL institutions during FY15;
- **Objective 2**—Supporting the Liberian Institute of Public Administration (LIPA) to more effectively manage the institute and train civil servants;
- **Objective 3**—Enhance the use of ICT within the GOL to increase work efficiency and implement the e-Government strategy;

- **Objective 4**—Management of natural resource concessions through an ICT based Concessions Information Management System; and
- **Objective 5**—National payment systems with 15 new or refurbished decentralized revenue windows linked to the Liberia Revenue Authority and mobile money salary payments for rural teachers authorized

Central Management Agencies

The need for increased support to Central Management Agencies (CMAs) was highlighted in the mid-term evaluation and advisors began to implement the increased frequency and duration of on-the-job training to agencies in FY15 Q2. USAID-GEMS provided increased support to the following CMAs: the Civil Service Agency (CSA), the General Services Agency (GSA), and the Public Procurement and Concessions Commission (PPCC). A technical assistance relationship was established with the Ministry of Finance and Development Planning (MFDP)—which includes the Comptroller and Accounting General (CAG) Office and the Department of Budget and Development Planning (DBDP). While support levels to these MACs and departments increased, the mid-term recommendations considered that LIPA had received substantial support and it was necessary for them to begin to demonstrate their ability to implement. Support to LIPA was restricted to coaching and mentoring of LIPA leadership.

The EVD exposed the magnitude of the weaknesses in the ability of key CMAs to undertake their core functions, particularly in a crisis. The importance of a project such as USAID-GEMS, which focuses on building the capacity of these agencies on a long-term, sustainable basis, became even more apparent.

The technical team disengaged on-the-job training from the following MACs to accommodate the additional support to Central Management Agencies.

Functional Area	Disengaged MACs
Financial Management	Governance Commission (GC) Ministry of Education (MOE) Ministry of Agriculture (MOA) Ministry of Health and Social Welfare (MOHSW)
Human Resources	National Investment Commission (NIC) Ministry of Post and Telecommunications (MOPT) Ministry of Education (MOE) Environmental Protection Agency (EPA) Ministry of Health and Social Welfare (MOHSW)
Procurement	Ministry of Youth and Sports (MYS) Ministry of Agriculture (MOA) Environmental Protection Agency (EPA) Ministry of Health and Social Welfare (MOHSW)
Asset Management	National Bureau of Concessions (NBC) National Investment Commission (NIC) Public Procurement and Concessions Commission (PPCC) M Ministry of Health and Social Welfare (MOHSW) Ministry of Education (MOE)
Information Technology	National Investment Commission (NIC) Ministry of Health and Social Welfare (MOHSW)

Institutional Work Plans

During FY15, USAID-GEMS modified its approach to developing and monitoring the institutional activities and performance with the 14 targeted institutions. Detailed institutional activity work plans were developed in collaboration with staff of the various MAC support areas. These institutional work plans included the timeframe for undertaking each activity by month, the allocation of responsibilities to each MAC and USAID-GEMS, and indicators that enable the MAC to monitor the benefit and expected results of project support (which were aligned to the overall PMP indicator). The institutional work plans were discussed and approved with the Senior Management of MACs before implementation. Institutional status update meetings were held with Senior Management of the 14 USAID-GEMS partner MACs each quarter of FY15. These meetings presented an update on the institutional work plan, considered ongoing work, planned for the subsequent quarter, and addressed any concerns or requests. These institutional work plans became the basis for the development of the FY16 work plan submitted to USAID for approval.

Sustainability

The USAID-GEMS project delivery plan was designed to dedicate the first three years to develop and begin implementation of policies, strategies, procedures, processes, and systems, as well as to provide formal and on-the-job training at the targeted institutions. The final two years were planned to focus on implementation and sustainability. The success of this strategy and the strength of partner relationships was demonstrated during the FY16 project work plan meeting.

For the first time, the Ministers or Director Generals of each Central Management Agency—the Civil Service Agency (CSA), Public Procurement and Concessions Commission (PPCC), General Services Agency (GSA), Ministry of Finance and Development Planning (MFDP) Department of Budget and Development Planning (DBDP) and Comptroller and Accountant General’s Department (CAG), Liberian Institute of Public Administration (LIPA) and Ministry of Post and Telecommunications (MOPT)—led the presentation and discussion on the performance and impact of USAID-GEMS support to improve performance in their institutions and across the civil service in their functional areas of responsibility. In addition to these presentations, the participants accepted the focus of the FY16 Work Plan and sustainability plans. The participants in these sessions were Deputy Ministers, Deputy Director Generals of Administration, Directors, and Deputy Directors in each functional area, the primary beneficiaries of USAID-GEMS support and on-the-job training. Senior Management noted that they have seen an improvement in the performance of their technical staff and consider capacity has been effectively built through the on-the-job training approach of USAID-GEMS. They determined that the risk of non-sustainability was low, particularly in the management systems of Objective 1.

Project Governance

The project governance structure of USAID-GEMS was modified in FY15. The mid-term evaluation highlighted that the GOL’s ability to consolidate the project’s performance improvements and build on them was dependent upon a project governance structure with institutional memory and authority within the public sector. The centralized steering committee approach may have been appropriate to begin the project, but modification was required to move the project forward. The consensus of GOL strategic CMAs and USAID was that the Governance Commission would become the key stakeholder partner for USAID-GEMS and chair quarterly advisory groups focused on Objectives 1–4.

Advisory group meetings were held in Q2, Q3, and Q4 of this fiscal year. These meetings reviewed project performance for the previous quarter, considered GOL and project priorities, approved the focus of the FY16 work plan, discussed project challenges, and provided a forum for senior GOL officials

to discuss their collaboration for achieving common objectives beyond USAID-GEMS. The Advisory Groups are composed of the Ministers, Directors General, Executive Directors, and Chairpersons of each of the following MACs:

- Objective 1 & 2 Advisory Group—PPCC, CSA, GSA, LIPA, MFDP, and CAG.
- Objective 3 Advisory Group —MOPT and Liberia Telecommunications Authority (LTA).
- Objective 4 Advisory Group —NBC, NIC, Forestry Development Authority (FDA), EPA, and MOA.

These meetings have been extremely successful and the Governance Commission is considering expanding the concept into other areas.

Project Monitoring

A revision was made to the USAID-GEMS PMP to reduce the number of monitored indicators from 55 to 33, covering the numerous and diverse functional areas under the project. Data collection tools for the new indicators were developed and existing ones refined to enable the M&E Advisory team to validate the results.

EXTRAORDINARY EVENTS

The EVD epidemic that began in FY14 Quarter 3 intensified in FY15. In an effort to reduce person to person contacts, the GOL categorized all employees as essential or non-essential, with non-essential employees mandated to stay at home from the end of July. A State of Emergency was declared in August 2014 and Government imposed an initial curfew for 9pm – 6am, later reduced to 11pm–6am.

The heads and some key administrative staff of the MOHSW, GSA, NBC, PPCC, and LIPA were assigned to the National Ebola Task Force, and were involved in the response, if not full time, for a substantial amount of their time. Decision making and follow-on actions on such things as accounting manual approvals, completing and approving financial statements, refining procurement plans, implementing performance appraisal systems, etc. were near the bottom of their list of priorities. With the seven-month delay in approval of the national budget, the GOL restricted all expenditures on goods and services to ensure resources were available for the Ebola response.

Within institutions supported by USAID-GEMS, most administrative support staff were considered essential and continued to work; however, direct interaction was reduced and they were frequently not available. Five MACs shortened their work hours, with one MAC working only three days per week, four hours each day. The MOHSW was completely unavailable for support from FY14 Q3. As this was not expected to change, it was been agreed with USAID to transition USAID-GEMS support to their new USAID project in FY15 Q2. USAID-GEMS did provide the MOHSW with the planned technology solutions packages and related support, nor did USAID-GEMS guide the Ministry through the approval of their Financial Management Policies and Procedures Manual in the second half of FY15.

Liberia was declared Ebola free by the World Health Organization, for the third time, on September 3, 2015.

IMPACT OF EBOLA EPIDEMIC ON PROJECT ACTIVITIES

On USAID-GEMS Project Team

Five of the 34 technical staff members chose to leave the project or not return as a result of the crisis. Two others, scheduled to leave at the end of FY14, departed early and the return for several staff on

leave was delayed due to unavailability of flights. Recruitment of expatriate and TCN staff was extremely difficult; however, all positions were filled by FY15 Q2.

The USAID-GEMS office and staff complied with MOHSW and WHO protocols. In addition, each employee was provided with a personal Ebola kit that included all the necessary items to remain safe at home, including thermometers, gloves, and chlorine. Ebola awareness and flyers were made available for home and office. Staff were provided with basic guidance from professional counselors to assist with the stress, fear and paranoia of a contagious epidemic and the challenge of being unable to touch others. Project vehicles transported all staff to and from work to reduce their risk of exposure in public transport. Staff heeded the messages, changed their behavior, and everyone remained safe during the EVD.

On Financial Management (FM)

The Ebola crisis limited availability of GOL partners due to reduced staff and work schedules. The FM Team rescheduled visits and worked with available partners until all staff returned to work. The slowdown enabled more focused on-the-job training for those working and allowed the FM team to refine Financial Policies and Procedures Manuals. Trainings and meetings with Senior Management were not held until Q3 and Q4.

Despite the crisis, the FM Team was able to continue with the capacity building interventions and accomplish the objectives of the work plan.

The Financial Management Specialist responsible for three MACs decided not to return to Liberia due to the EVD, and a Financial Management Advisor's return was delayed due to the unavailability of flights. The FY15 activities of the FM team were realigned and recommenced fully in October 2014.

On Assets Management (AM)

The Assets Management (AM) team's ability to implement its planned activities was significantly impacted by the EVD. Their primary central management agency, the GSA, became the logistics hub for the Ebola response and MAC staff were either non-essential (therefore not working) or their vehicles were conscripted to the response effort. In recognition of the logistical expertise of the AM Advisory team, the GOL and donor partners utilized the team to guide them in systems and processes. The Assets Specialist was seconded to the Ministry of Health for four months to assist with assets & fleet management, along with training.

The Asset Management Advisor, as a professional logistician, supported both the GSA and United Nations Office for Project Services (UNOPS) for four months in various aspects of the emergency operational vehicle plan, collecting data and assisting in the development of funding proposals. Operational guidelines for the Ebola response fleet were developed for the MOHSW and GSA. The AM team remained in Liberia throughout the EVD epidemic and supported in every way requested by the GOL and donors. Their assistance often required them to work 7 days a week and more than 12 hours a day.

On Procurement Management

The EVD impacted the Procurement Advisory team both at the MACs and at the PPCC. The GOL placed restrictions on budgetary expenditures to make funding available for the Ebola response and procurement staff were among those declared as non-essential. These employees did not return to work until the end January 2015.

The appointment of the PPCC Executive Director (ED) as Coordinator of the Ebola Task Force made him unavailable for most core PPCC functions and support. Although his schedule eased in FY15 Q3, he continued to have commitments to the Ebola Task Force. His absence delayed the approval and implementation of the new concepts of non-consulting service procurement and framework contracting. Although the PPCC became enthusiastic once approved, the planned pilot was delayed for ten months and will only begin in FY16. Full implementation may not commence until after the USAID-GEMS project is over, making the technical assistance support unavailable.

On Human Resource Management (HRM)

The lead Human Resources (HR) Advisor resigned as a result of the EVD and the two HR specialist positions were in the recruitment process through October 2014. The FY15 HR Advisory support activities were delayed as the new local staff members familiarized themselves with project activities and a lead HR Advisor recruited.

On Concessions Management

Preparations for the implementation of the Concessions Information Management System (CIMS) prototype in the NBC, EPA, FDA and MOA was completed in late FY14 and the software supplier ready to begin work in Liberia. Due to the EVD, their arrival was delayed until FY15 Q3. During FY15 Q1 and Q2, President's Young Professionals (PYPs), supported by the Concessions Advisor and short-term technical assistance (STTA) Business Process Analyst Consultant, were utilized to analyze all concessions contracts, extract relevant data required for CIMS, and scan documents for eventual uploading to the system. The inability of the supplier to work in Liberia until FY15 Q3 resulted in reduced time for implementation support.

On LIPA

The EVD crisis significantly impacted the operations at LIPA. All training and other activities were suspended from August 2014 through April 2015. Most staff were considered non-essential and directed to stay home. The Institute operated with skeletal senior staff for three days a week, four hours each day. The Director General was appointed to serve on the Ebola Task Force and was often unavailable for mentoring and coaching.

The two expatriate advisors assigned to LIPA chose not to return due to the EVD. With the epidemic escalating and the modification in approach to LIPA support, USAID-GEMS recruited only one very senior Training Advisor in early FY15 to coach and mentor LIPA leadership.

The provision of professionally qualified accounting instructors to LIPA as a pilot during FY14 was extremely successful, with four passes at the professional qualification level and two for the Accounting Technicians Scheme for West Africa (ATSWA). The Ebola crisis resulted in the cancellation of all classes and a discontinuation of the pilot prior to the November examinations. USAID-GEMS did not continue this assistance, as the pilot period was scheduled to end. The Training Advisor has begun to work with LIPA to identify alternative approaches to finance the professional certification program and the ATSWA training.

On IT/ICT

ICT support has focused primarily on assisting senior leadership in the MOPT to implement the ICT policy. The ICT advisor and several other USAID-GEMS staff were key resources to the USG in undertaking an ICT Assessment to develop a response to the EVD. This assistance continued throughout EVD epidemic and resulted in delays in activities under Objective 3. Some of these are being

considered for STTA in FY16, in particular those activities related to piloting the National Enterprise Architecture at the LRA, communicating ICT in the public sector, and website support.

The freeze on gatherings restricted a number of planned activities during FY15. The System and Network Administration training was postponed until FY15 Q3 and the regular Communities of Practice knowledge-sharing events for ICT practitioners were not held.

The planned deployment of extended ICT infrastructure to support the operational requirements of LIPA was withheld until FY15 Q3, with on-the-job-training (OJT) undertaken on an “as-needed” basis. Efforts to improve the capacity of MOPT to fulfil its central role in monitoring and evaluation were curtailed and momentum lost on the adoption of IT Service Desks at most MACs, as some staff were considered non-essential.

Power provision to the MACs became less reliable, as resources for fuel were restricted. While some buffer was offered by battery bank backups in a few institutions, this impacted IT services, which were dependent on electricity to operate.

ACHIEVEMENTS

Overall

In a year dominated by the EVD epidemic and where Liberia was only declared free in the last month of FY15, the USAID-GEMS teams made remarkable project progress and achievements in performance indicators. By the end of September 2015, 74.6% of indicators were met or exceeded. Performance jumps to 82.2% when including indicators whose targets were nearly met. 89.8% of indicators met 50% or more of their targets.

Objective I—GOL Management Systems

Financial Management

The Comptroller and Accountant General Office (CAG) is the central Government office which will provide sustainability to the financial management performance improvements established by USAID-GEMS in the MACs. The CAG Office and the USAID-GEMS FM Team collaboratively identified and agreed on areas of technical assistance. This resulted in the development of procedures, a set of tools, and financial report templates to allow MACs to regularly report financial transactions and accounts data to the CAG that are currently neither captured in IFMIS nor included in the GOL’s consolidated financial statements. This included information on donor-financed projects, fees collected as internally generated revenues (IGRs) by MACs, as well as advances or transfers made by the CAG to autonomous agencies.

The revised FY14/15 annual financial statement templates were piloted with PPCC, GC, NBC, NIC, and CSA, and were very successful. The new annual financial reporting template was accepted by the CAG’s office and rolled out to all GOL MACs. These new quarterly and annual templates will be used for financial reporting during the GOL FY15/16.

In collaboration with the MFDP Department of Budget and Development Planning (DBDP) the required budget summary tables for inclusion in the Budget Documentation for the Legislature were developed. These facilitate better decisions during the approval process and enhance donor confidence through improved ratings in Public Expenditure and Financial Accountability (PEFA) assessments, the Open Budget Initiative (OBI) survey, and other budget transparency reviews. A few of the recommended

budget summary tables were included in the FY15/16 budget submission to the Legislature, with others scheduled for inclusion in the FY16/17 budget.

Monthly Financial Reporting templates for MACs were developed. The Monthly Financial Report was piloted at the GC and the PPCC, and provides monthly information to management on the overall performance of the MAC relative to the inflows and outflows of funds of its operating activities and project activities.

In FY15 all USAID-GEMS-targeted MACs, with the exception of MOPT and FDA, produced their FY14/15 financial statements from an accounting software. When the project began, none of the MACs were able to accomplish this. At MOPT and FDA, they have either not been or are in the process of being connected to the GOL's IFMIS system. All 14 MACs have reviewed and refined Financial Policies and Procedures Manuals, 13 of which received approval for implementation by Senior Management by the end of FY15.

Sustainability: The financial management performance improvements have significantly improved, as the CAG's Office has taken ownership of the quarterly and financial reporting templates and has increased its capacity to monitor and integrate the information. The DBDP's integration of the initial budget tables into the FY15/16 reports reflects their willingness and commitment to improve the national budget. MAC Senior Management has interest in monthly financial reports, which will increase the probability that Comptrollers will continue to maintain accounting and financial records that enable the preparation of accurate reports for informed decision making.

Human Resources

In FY15, the Human Resource advisory area focused on intensifying capacity building of the CSA to better fulfil its mandate in managing the GOL's human resources and in institutionalizing human resource policies and procedures across the civil service. Concurrently, the HR Advisory Team supported the MACs in building capacity to rollout and implement the various CSA-directed processes within their institutions.

CSA Institutional Assessment

In FY15 Q1, USAID issued IBI International a contract modification to expand support to CSA. This modification included undertaking a holistic institutional assessment and capacity development using the Human and Institutional Capacity Development (HICD) approach. The objective was to strengthen CSA's capacity to deliver better services to civil servants and to champion human resource reforms across MACs.

Principal achievements from this process include developing a 3-year Strategic and Implementation Plan to guide CSA's operations for three years (2015-2018); streamlining and strengthening work processes; adopting a more formal approach to regular meetings; and creating an institution of a formal monitoring and reporting system.

During this initial phase, the team began:

- Upgrading and automating the civil service testing center;
- Implementing the existing CSA Communication Strategy;
- Assessing and Upgrading the CSA IT system;
- Developing a training needs assessment and capacity building plan; and

- Developing a Service Delivery Charter for the CSA, which summarizes all services provided by each directorates to civil servants and MACs.

Performance Management System (PMS)

A major focus of the USAID-GEMS HR activities in FY15 was support to CSA with the rollout of the Performance Management System (PMS) across all MACs. CSA, LIPA, and USAID-GEMS jointly hosted a PMS training for HR Directors and their Assistants to boost their capacity in PMS within their respective institutions. The training was designed as training-of-trainers to enhance the HR Directors' capacity to replicate such trainings within their institutions. Several have carried out the training in their MACs.

All GEMS-assisted MACs (CSA, LIPA, NBC, GC, FDA, GSA, MOA, PPCC, and MYS) have commenced and/or completed their performance planning exercises. A few MACs, including LIPA, NBC, MYS, and CSA, have either commenced or completed their quarterly reviews for the two quarterly performance periods.

Civil Service Job Descriptions and Job Classification

A major focus of the USAID-GEMS HR Team was the development and review of job descriptions (JDs). Within CSA, ten staff members, chosen because they scored well on a JD-related test, were identified to form a central team to review and perform quality assurance on JDs submitted by all MACs. The job descriptions are currently being validated for 25 MACs. The instruments for the job classification exercise were developed and several pilot sessions held to pretest the tools for classifying various civil service positions onto the grading structure.

Employee Records Management

The HR Advisory team supported regularizing employee records systems in the MAC. The first intervention focused on standardizing the manual records system and the second on automating the HR records via the introduction of a Human Resource Management Information system (HRMIS). The provision of a file-tracking matrix resulted in an increased collection and filing of key documents for each employee. It also highlighted gaps within the recruitment processes, as a large number of files did not have documents relating to reference checks of candidates.

Although some MACs experienced challenges with network connections and security concerns, most of the MACs have uploaded employee information and scanned documents into the software. The HRMIS is a useful management tool for easy access to employee information and for generating management reports for decision-making.

Sustainability: An important step to enhance sustainability within CSA was the reactivation of the Internal Reform Committee (IRC). The IRC serves as the Change Management committee and institutional memory for sustaining the processes beyond the project. USAID-GEMS recruited a dedicated CSA Advisor to provide coaching and mentoring and to strengthen their capacity to perform their functions. The achievements of the CSA's IRC within such a short period have prompted the Director General of the CSA to request that they assist the other MACs to reactivate their IRCs as they have done with the CSA.

Assets Management

The AM team's ability to implement its planned activities was significantly impacted by the EVD. Their primary central management agency, GSA, became the logistics hub for the Ebola response. The AM team took advantage of the slowdown in the MACs to assist their assets management staff with coding furniture and equipment, and developing assets registers. By the end of FY15, all USAID-GEMS-targeted MACs had an active assets register.

Non-Ebola support to the GSA focused on developing the documented procedures and guidelines that would be applicable across the GOL. These included the Building Management, Building Maintenance, and Property Disposal Guidelines, which were finalized and approved by the GSA for implementation in FY15 Q4.

Generators are critical for GOL operations and service delivery as publically provided power is limited. Considerable success was achieved in this area and all USAID-GEMS-targeted MACs, except two, followed the generator guidelines. This resulted in reduced generator breakdowns and work interruptions. The MACs that did not follow the guidelines, have no working generators and are totally reliant on publically provided power.

Working collaboratively with the AM Director and Monitors in GSA, the team completed inventories in all MACs and input data into the Asset Register spreadsheets. All USAID-GEMS-targeted MACs have an active Asset Register, which is a major achievement for the project and the GOL.

Sustainability: The GSA has restructured its operations to more effectively regulate and monitor the use and maintenance of GOL fixed assets, real properties, and fleet. The development of easy-to-use manuals and providing constant formal and OJT in the various areas resulted in the MACs using most of the systems and processes. 13 training modules were developed and TOT provided to GSA Monitors has enabled them to roll out training to the counties and do refresher training when needed.

Procurement Management

The Procurement Advisor was utilized by the MOHSW and donors during the EVD, as many of the procurement professionals capable of undertaking complex procurements left the country.

Support to PPCC

The introduction of procedures for procurement of non-consulting services and framework contracting, introduced by USAID-GEMS, was accepted by the PPCC. The framework contracting concept offsets some of the drawbacks in the GOL delayed budgetary releases before approval of the National Budget by the Legislature.

The PPCC adopted USAID-GEMS' recommendation for the establishment of a vendors' register (database) to guide GOL procuring entities in the identification and selection of vendors for restricted competitive procurement. The register (i) saves on advertising costs; (ii) ensures that only legally registered and tax-compliant firms do business with the GOL; (iii) encourages informal businesses to formalize their establishments; (iv) ensures that all known providers of required goods, works and services are invited to bid for GOL contracts; and (v) encourages Liberian owned businesses to participate in GOL procurements.

In FY12, USAID-GEMS instituted annual procurement plan clinics and hearings in collaboration with the PPCC. The objective of these were to provide procuring entities with guidance on preparation of their annual procurement plans and reduce the time required by the PPCC to approve plans once submitted. Now three years later, the 3rd Annual Procurement Plan Hearings were held in FY15 Q3 for about 450 procurement, finance, and internal audit staff from across the GOL.

Support to MACs

The review of MAC procurement performance revealed that procurement plans were updated based on the approved budget and received PPCC approval. In all cases, minutes of procurement committee meetings were on file, especially for competitive bidding where the committees were required to approve recommended contract awards. In 78% of MACs assessed, the evaluation reports were duly

signed by members of the evaluation panels. These processes reduce the opportunity for non-transparent procurements.

Sustainability: The PPCC has taken ownership of the tasks required to regulate public procurement as well as the new concepts of non-consulting services procurement, framework contracting, the Vendor Register, and the implementation of the Small Businesses Act. This along with the training required for the PPCC staff will substantially enhance sustainability.

MACs are fully aware of and are implementing many of the fundamental requirements for improved procurement processes and value for money in Government procurement. Enhanced PPCC compliance reviews and management oversight will further improve sustainability.

Information Technology

IT Service Management

In FY15, USAID-GEMS expanded its support to MAC IT units to help demonstrate to their managements that the performance of the IT units, and the recognition of their value, could be improved by introducing a service orientation in the units. The Information Technology Infrastructure Library (ITIL) methodology was chosen by GOL as their preferred IT Services Management (ITSM) framework. Deployments of the framework in 6 MACs in FY15 brought the total to 13 MACs. Deployments included a familiarization workshop, training for the technical staff, and the installation of the application.

Capacity Development of MAC IT Units

USAID-GEMS provided assistance towards the capacity development of IT units to ensure they had the technical capacity to administer and support the ICT platforms deployed into the USAID-GEMS-supported MACs. The FY15 training of 17 IT staff members from 9 MACs comprised the second wave of training. When adding this to the 16 staff members who completed training in 2014, this brings to 33 the number of technical staff capable of ensuring that all USAID-GEMS-supported MACs are technically enabled to support their platforms. Participants that demonstrated the necessary commitment and progress in the training, through an exam, were supported to sit for certification exams.

USAID-GEMS facilitated frequent knowledge sharing workshops together with MOPT for MAC IT staff to convene and discuss their ICT platforms, plans, and their challenges. The community of practice events encouraged peer-to-peer knowledge sharing across a network of technical staff embedded, and sometimes isolated, within their host MACs. This group of ICT practitioners also participated in a workshop with Steve VanRoekel, USAID's Chief Innovation Officer, to share ideas and experiences on how e-Government and Information Technology could be used to improve GOL performance and service delivery, including the Ebola response.

Improvements to GOL ICT Infrastructure Platform

ICT platforms were augmented at LIPA with the deployment of ICT infrastructure and tools. These were provided to support their operational requirements through the provision of a computer lab, laptops, and software for the trainers and consultants; workstations and infrastructure for the library; projectors, printers and storage cabinets; and an extension of the Local Area Network to integrate these components with their ICT platform.

In FY15 Q3, USAID provided IBI a grant-in-kind of 71 laptops from those provided for USG during the Ebola response. These were distributed to 11 USAID-GEMS MACs.

Monitoring and Evaluation

The USAID-GEMS M&E Advisor joined the project early FY15, and spent Quarters 1 and 2 making major revisions to the PMP. Project indicators were made more representative and reduced from 55 to 33. The M&E team also developed tools for validating the indicators.

USAID requested the Liberia Monitoring and Evaluation Project (L-MEP) to undertake a Data Quality Assessment (DQA) to determine the strengths and weaknesses of PMP indicator data reported or received, to determine the extent to which the data could be trusted when making management decisions and reporting, and to assess the extent to which USAID-GEMS implemented the recommendations of the 2014 DQA. The conclusions of the DQA were that

1. Data on each indicator was highly visible in the project's quarterly report;
2. The use of the Performance Data Table in the quarterly report makes the data more accessible;
3. More regular internal data verification exercises and strong mechanisms of detecting data errors were implemented;
4. More coordination between the M&E unit and other relevant program staff is a major strength in the project, with data reviewed with the different Advisors every quarter; and
5. All recommendations for improving data quality from the last DQA were implemented.

The overall conclusion was that, despite the few challenges identified during the DQA, the project's reported data – to a large extent – meets the five data quality standards. In doing so, the data has significantly helped program and management decision making.

The USAID-GEMS PMP contains a number of indicators that measure performance of the various GOL administrative functions. The M&E team collected data for the 14 USAID-GEMS-supported MACs in FY15. The usefulness of this data goes beyond USAID-GEMS and will be provided to the relevant CMAs to enable them to further develop their own Performance Monitoring Systems. For applicability across the GOL, the information will be shared with the Governance Commission, as it is the project's strategic institutional partner for sustainability of methodologies and solutions.

Objective 2—Institutional Capacity of LIPA Enhanced

The FY15 support to LIPA was focused on the implementation of coaching and mentoring for the Institute's leadership.

The suspension of training and related activities in August 2014 provided an opportunity for LIPA to focus on internal processes and pre-training activities. USAID-GEMS supported the Research and Consultancy Unit to pursue three business prospects at the Liberia Revenue Authority (LRA).

Assistance was provided to establish and strengthen fundamental internal governance structures to improve academic and management efficiency. The Academic Board, Executive Management Committee, and Academic and Management Sub-committees began to operate and are learning how to perform their roles effectively. The President of Liberia announced the appointment of the LIPA Board on September 15, 2015. This is a significant milestone for LIPA since this is the first Board in 20 years. The governance structures are now in place.

LIPA trainers were supported to review course materials, discuss technical inputs, practice adult learning strategies, and learn the sequencing of modules. They developed and adopted a standardized

format for curriculums, to be used by both internal and external facilitators. The team held three formal workshops on curriculum development and learning strategies for internal and external faculty.

Sustainability: During FY15, important issues impacting LIPA's sustainability were addressed. The support would position the Institute to perform at a higher level, from which it could transform itself into a reputable Management Development Institute in Africa.

The long-term sustainability of LIPA requires capable leadership that will take ownership and continue with the overall capacity building agenda. Internal governance structures must continue to be strengthened and perform their roles diligently. A strong and capable Board of Directors is needed to provide policy direction and control of the Institute. The President has taken the giant step of appointing the Board. Holding its first meeting barely two weeks after its appointment gives an indication that the Board is ready to assume its role.

USAID-GEMS support has improved LIPA's sustainability in all areas. LIPA's training programs have been scaled up with the addition of new and revised market driven courses to generate revenues. Adult teaching methodologies have increased the appeal of LIPA training to senior and middle employees in government and private sector. The scale of LIPA's training has greatly increased; for example, the average annual enrolment between 2010 and 2011 which was 206 almost doubled to 397 between 2012 and 2015.

Objective 3—GOL Institutions Using ICT More Effectively

In FY15, the EVD, while exposing the extreme weaknesses of Liberia's ICT infrastructure and capacity, demonstrated to GOL the benefit of the foundational support that was provided by USAID-GEMS, in collaboration with MOPT, during the previous three years. The existence of the National Enterprise Architecture, Interoperability Framework, ICT Handbook, e-Government strategy, and Chief ICT Officer structure and requirements offers Liberia the ability to quickly take advantage of the opportunities offered by the donor community to expand the ICT infrastructure.

The ICT Advisor's expertise was utilized almost exclusively in FY15 on support to GOL and USG on matters related to the ICT requirements of the EVD response and long-term solutions. He remained in Monrovia through the entire crisis and was available 24 hours a day 7 days a week to respond to the requests for information and support in Liberia and the US.

E-Government Strategy

The e-Government Strategy was developed with significant stakeholder engagement in various iterations. It was accepted and endorsed by MOPT and socialized with the MACs. The strategy enables the GOL to use ICTs to improve the performance of public sector organizations and assist the GOL to achieve their objectives. Providing a clear e-Government strategy that has a common plan and set of methods reinforces that the GOL can use ICT more effectively to provide improved services. It also provides a basis for the MOHSW to design an improved e-Health strategy.

Shared Services and Pooling Arrangements

The effectiveness of the e-Government Strategy is dependent upon clarity on the distribution of ICT competencies and capabilities across government, and the suitability of institutional and technology arrangements to meet the GOL's developmental objectives. USAID-GEMS collaborated with MOPT to develop these recommendations and road map; however, they are strongly contingent on the nature and extent of commitments from the GOL and development partners to identify resources for improvements in Liberia's ICT future. This remains unresolved.

ICT Infrastructure—“Mini” Shared Services Center

The specifications for a “mini” shared service center infrastructure platform were developed and implementation is in the final stages of deployment. The platform allows the GOL to provision a suite of initial Government-to-Government e-Services, enabling improved health, redundancy, and robustness of MAC ICT platforms and administrative support systems, while providing extra capacity for other services as GOL identifies the need. These services should ideally be located in the National Data Centre, but given the uncertainties of the status or prospects for such a facility, consideration is being given to temporarily house the equipment at MOPT or another location. Once clarity has been achieved on the suitability of the hosting location and the sustainability of the platform, the infrastructure will be fully deployed.

ICT Support to Ebola Crisis

The USAID-GEMS IT Advisor was requested by MOPT to provide support to the Ebola response during the emergency and reconstruction phases. The ICT Advisor was fully involved with the ICT and related infrastructure discussions, reviews, and solutions for all of FY15. The ICT Advisor

- Provided on-the-ground assistance and facilitation with the USAID/Nethope Ebola ICT Assessment report, focusing on 3 areas: Infrastructure, Software Systems, and Mobile Money;
- Assisted the GOL ICT sector to develop a current authoritative schedule of ICT priorities, considering the demands of the EVD emergency;
- Assisted in the development of protocols to allow the safe utilization of Call Data Records (CDR) and to advise MOPT and LTA in these developments;
- Participated in the Ebola Task Force ICT Infrastructure team and the Ebola Emergency Telecommunications Cluster (ETC);
- Served as a key participant and joint author in the USAID-Nethope Engineering Assessment for Liberia Broadband improvements, including Policy, Backbone, and Last-Mile analysis; and
- Participated in GOL plans to design ICT reform and development initiatives in the Ebola reconstruction phase, liaising with development partners including USAID & the WARCIP project.

Sustainability: The GOL’s ICT Policy places MOPT at the heart of its ICT ambitions. MOPT is challenged to meet its obligations given the resources and capacities available. The centralized competencies as visualized by the ICT Policy and e-Government strategy, that exist within the Chief Information Officer (CIO) Program and the Project Management Office (PMO) /e-Liberia office, are not staffed or resourced in the budget or elsewhere and pose significant risks for sustainability. Without reforms, the fragmented and silo-based approach will become increasingly fragile, inefficient, wasteful, and difficult to reform as the number, extent, and complexity of systems grow over time.

Objective 4—Management of National Resource Concessions

In FY15, work continued toward the implementation of a prototype Concessions Information Management System (CIMS). The software provider, named Spatial Dimension, worked in conjunction with USAID-GEMS, the PYPs, and staff from the NBC, FDA, MOA, and EPA to focus on data entry into the system, defining and testing applications, and training users. The system was turned over to the NBC and the Executive Director has taken full responsibility for its use and success going forward. CIMS was launched in a public event on September 17, 2015.

The successful launch of the CIMS marked the completion this Objective of USAID-GEMS project. The Concessions Advisor completed his assigned project activities and left the country in September 2015. The PYPs assigned to CIMS were posted to the relevant MACs and structures were put in place for sustainability of the system. During FY16, an STTA will be provided to enhance implementation and sustainability, working mainly with the NBC to provide system administration services.

National Bureau of Concessions

USAID-GEMS supported NBC in their continued development of concessions reporting templates. Due to EVD, work on the templates was delayed until December 2014. During FY15 Q2, the Concessions Advisor worked with a team from NBC to further refine and develop the templates. The decision was made to automate the templates into a fillable PDF format for ease of use by the NBC and concessionaires. Four templates – one each for mining, forestry, oil palm and rubber – were converted to fillable PDF files and launched concurrently with the CIMS.

National Investment Commission

The provision of a draft Public-Private Partnerships (PPP) policy and related guidelines in FY14, continued to gain attention within the GOL, although no definitive decision was made on its acceptance and implementation. USAID-GEMS made representations to the GOL and USAID on several occasions during FY15 in an effort to create awareness on the importance of PPP policy to the infrastructure in Liberia.

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 that enables accurate and timely processing and reconciliation of GOL payments to vendors and civil servants, utilizing mobile technologies where feasible. All staff supporting this objective ended their assignment in FY15 Q1 and this objective closed. An outstanding commitment to support the Liberian Revenue Authority with furniture and equipment for their decentralized revenues remained and was honored.

Department of Revenue/Liberia Revenue Authority

In FY15 USAID-GEMS collaborated with LRA to provide furniture and equipment for 11 new or existing decentralized revenue windows to increase collections in key locations, expand the tax net, and reduce the need for taxpayers to physically go to the MFDP. Two of the new windows supported are located in heavily populated market areas that include a large number of small- and medium- sized businesses. This assistance brought to 15 the number of windows supported.

The USAID-GEMS M&E team undertook a rapid impact assessment in collaboration with the LRA of all their existing decentralized windows. Results revealed the following:

- Taxpayers who make payments at the decentralized windows make primarily small size payments.
- The amount of tax collected from two of the USAID-GEMS-supported decentralized windows, Temple of Justice (TOJ) and Ministry of Lands, Mines & Energy (MLME), was about US\$390,000 in FY14/15.
- The key impact of decentralized windows has been to decongest the MFDP and to reduce the time taken by these tax payers making small payments.

- The time taken to pay a tax in the decentralized windows, as compared to at the MFDP's central office, according to the survey respondents, has reduced by approximately half. At the TOJ there was a 59% reduction, and at the MLME there was a 40% reduction.

Mobile Money

The success of USAID-GEMS building the foundation for mobile money and proof concept pilots was demonstrated when the Cabinet approved salary payments for rural teachers via mobile money in FY15 Q4. Additionally, USAID created a new project for e-payments, which was based on success in this area and that of opportunities identified in utilizing technology for payments.

In FY15 a Rapid Assessment Survey of teachers paid through mobile money revealed that the savings to recipients between the costs of check payments and mobile money was 5% of their salary. Information from respondents established that the typical cost of accessing their pay through check was 10.4% of salary compared to 5.3% when salary was channeled through mobile money.

It was noted that among the 80% of respondents receiving check payments, 75% spent a day or more out of class. Within these, 10% were away for more than one week. For those paid via mobile money, no respondent was away from class for a week or more.

SPECIAL PROJECTS

Economic Advisory Support to MFDP

The Senior Economic Advisor guided the creation of the 2014 Annual Economic Review (AER). The development of the AER was initiated by the Senior Economic Advisor in FY12 and it has been institutionalized within the MFDP as a statutory document. It is a comprehensive analysis of global, regional, and domestic economic outlook, and of the performance of the economy.

Sustainability: The ability to sustain the momentum for the reports on the economy and continuous independent policy research has been enhanced by the creation of:

- 'Guidelines for Research Proposal Writing and Research Techniques' as reference material for the economists;
- The Research Seminar Series, which is a standard practice for the MFDP and provides a forum for economists to present and discuss their concept notes/research proposals, works-in-progress, and final report;
- Research as a part of the work of an economist; and
- Champions within the MFDP that advocate for evidence-based policy advisory support.

The President's Young Professionals Program

USAID-GEMS' support to the President's Young Professionals Program (PYPP) continued with 21 PYPs during FY15. 18 were assigned to MFDP/DBDP and 3 were posted to the USAID-GEMS office for training in the CIMS software.

PYPs at the MFDP have been actively involved with budget preparation and analysis, conducting trainings and workshops across the country on the OBI and the consolidation of the education sector budget, and giving advice to MACs on various projects highlighted by the GOL. PYPs have conducted trainings for the Ministry of State for Presidential Affairs, National Investment Commission, Ministry of Labor, Ministry of Public Works, the Land Commission, and National Council for Chiefs and Elders.

The objective of providing PYPs to the DBDP was to enhance their ability to effectively develop and disseminate the MTEF budget; this has been fully achieved.

Training

In FY15, there were 1,299 participants trained, of which 946 were men and 353 were women, representing 27.2% of the total number. It must be noted that two of the seventeen participants in the IT Systems Administration training were female and they performed very well in the training and examinations.

CHALLENGES

Financial Management

Challenge: Most MACs with Internally Generated Revenues (IGR) and donor funds do not process these transactions in a financial management system. This results in transactions that are not properly accounted for and not properly reported in the comprehensive financial report.

Mitigating Actions: The USAID-GEMS FM Team worked with the CAG's Office to develop financial reporting templates for utilization by MACs to capture all financial information, which should be reported to the CAG and enable them to develop comprehensive financial reports for the Government of Liberia. It is our understanding from the Public Financial Management Reform Coordination Unit (PFMRCU) and the CAG's Office, that plans are underway to roll-out these additional functionalities. This has been pending for a while.

Human Resources

Challenge: A major challenge for the achievement of project objectives is the limitation of CSA's capacity to address multiple issues at a time. The HR Team significantly expanded interventions in FY15, requiring multi-pronged attention to various HR and institutional processes from the CSA. However, only a core team of Directors served in multiple roles: they participated as members of IRC spearheading CSA's internal reforms; they served as Technical Working Group members responsible for the strategy development; and participated on Performance Management Rollout Teams, going out to MACs to roll out the PMS; and they worked on the Job Description Review and Validation team, going out to MACs to validate job descriptions. These activities, in addition to their regular jobs and commitments to World Bank-funded CSA projects, put enormous strain on the few Directors, and delayed the progress of some initiatives.

Mitigating Action: The HR Team, working with the CSA, has begun to utilize some middle level staff to handle some of the tasks; however, the competency assessment revealed that most of the staff at CSA are not HR professionals and the concepts being implemented remain a challenge for them.

Challenge: The performance Management System (PMS) has been rolled out across MACs with mixed responses. Leadership buy-in has not been evident in a majority of the MACs; as a result, the progress of the PMS in MACs is much slower than anticipated.

Mitigating Action: The team supported the CSA to organize a forum for Deputy Ministers of Administration (DMAs) and Deputy Director Generals of Administration (DDGAs) to enhance their knowledge of the processes and increase buy-in. Challenges in this area, however, persist.

Asset Management

Challenge: The absence of an asset management software is a major obstacle to achieving efficient and accurate asset management. It is similarly an obstacle to integrate information for monitoring, evaluation, and reporting.

Mitigating Action: The USAID-GEMS AM team created various spreadsheets for use as a database, provided an analysis of the assets management software requirements, reviewed available software, and submitted a recommendation to the GSA. The GOL is actively seeking funding for the software.

Procurement Management

Challenge: USAID-GEMS prepared the foundation for the implementation of the concepts of non-consulting services procurement and framework contracting. These key drivers of procurement have been accepted by the PPCC in the final year of the project. While TOT sessions on these concepts have been held with members of the PPCC, staff have yet to fully understand them adequately to build the capacity of the numerous other MACs.

Mitigating Action: The USAID-GEMS Procurement and M&E teams continue to work with the Compliance staff at the PPCC for them to firstly fully grasp the concepts and roll these out to the MACs, and secondly to pilot the compliance monitoring tools and generate the required reports.

LIPA

Challenge: LIPA as an organization is still going through major changes, although training and normal operations are ongoing. LIPA did not have a Board of Directors for most of the year and that left the institute operating with no direction.

Mitigating Actions: USAID-GEMS encouraged LIPA, CSA, and the GC to put forward representations for the appointment of a Board of Directors. LIPA's overall governance situation received a boost with the appointment of the Board in September 2015. It is expected that the Board will move quickly to resolve the leadership and management issues that continue to plague the Institute.

Information Technology

Power supply to MACs

Challenge: The supply of reliable and safe power to the MACs remains a critical challenge

Mitigating Action: Modest-sized battery banks have been provided to LIPA, MOPT and MOA to provide continuity of service from their core IT systems during periods of power outages. USAID-GEMS continues to educate the MAC staff on the importance of ensuring clean power and providing suitable quality protection devices to shelter ICT infrastructure from surges and bad quality power. Where power surges have caused damage to the systems, the suppliers have typically replaced the damaged components under warranty. This support cannot, however, be expected indefinitely.

Staff Retention

Challenge: Staff at GOL IT units are poorly paid and motivated, compared to the private sector and opportunities outside of Liberia.

Mitigating Action: USAID-GEMS encourages GOL to further professionalize the IT function within government and to put in place the plans for a CIO Program. This will be an incentive to junior staff, as it offers a credible career path.

MOPT Capacity/ Lack of CIO Competency

Challenge: Government ICT Policy places MOPT at the heart of its ICT ambitions. MOPT is challenged to meet its obligations given its resources and capacities. The centralized competencies as visualized by the ICT Policy and e-Government strategy, that exist within the CIO Program and PMO/e-Liberia office, are not staffed or resourced in the budget or elsewhere and pose significant risks for sustainability.

Mitigating Action: USAID-GEMS continues to encourage the GOL to resource these competencies. It also encourages development partners to participate in resourcing these ambitions.

Internet

Challenge: MACs have inadequate internet service.

Mitigating Action: Internet provision to the MACs is very expensive in Liberia (at about \$700-\$1000/Mbit/Month), making affordability a challenge. The GOL should consider using its central buying power, and its own resources in Libtelco and GOL shares in the Cable Company of Liberia to make preferential pricing available to its MACs. USAID-GEMS is actively participating in activities with GOL and its funding partners to solve these structural problems within the GOL.

Concessions Management

Challenge: A continuing challenge is the uncooperativeness of some concessions-related institutions to address the issue of roles and responsibilities in concessions. USAID-GEMS facilitated the initial conversations in FY14 Q1, but the process was thwarted due to the unwillingness of several MACs to participate. Efforts to restart the process in FY14 Q3, were disrupted. In FY15 Q2, the GC chaired another session and again in FY15 Q3. In none of these sessions were any substantive conclusions reached.

Mitigating Action: USAID-GEMS recognized that these were meetings best facilitated by the GOL itself. The GC has been encouraged to continue to provide the forum for Governance Conversations in a safe space that allows for constructive disagreement, around a common goal, that can lead to a consensus on how GOL institutions can work together to achieve the nation's objectives.

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. Activities for this objective were substantively completed in FY15.

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 fully completed in FY15.

By the end of USAID-GEMS, with GOL leadership and support, USAID/Liberia envisions a public sector equipped with improved technical skills and an 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 and Development Planning (MFDP)— 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), MFDP 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 better support and oversee other MACs. Within the CSA, GSA, PPCC, LIPA and NBC, each institution's core functions were assessed to gauge this capacity. The functional areas of USAID-GEMS were also assessed. Those include 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.

In FY14 support expanded to six additional MACs considered Wave 2, these included:

- Forestry Development Authority (FDA)
- Environmental Protection Agency (EPA)
- Ministry of Health and Social Welfare (MOHSW)
- Ministry of Education (MOE)
- Ministry of Agriculture (MOA)
- Ministry of Youth and Sports (MYS)

In FY15, the fourth year of the project, USAID-GEMS continued its support to the all Wave 1 and 2 MACs, with the exception of the Central Bank of Liberia. Over the course of the year, support to the MOHSW was discontinued, with the exception of support to finalizing their Financial Policies and Procedures Manual. Work was discontinued in this case because a new USAID project, supporting health service delivery, was also tasked with continuing assistance in administrative support areas at the MOHSW.

The USAID-GEMS project provided assistance within 15 GOL institutions to build capacity that results in performance improvement.

Three critical approaches are fundamental to the USAID-GEMS project:

I. 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 performs an 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 the 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 proposes modifications as necessary.

Annual institutional work plans provide guidance on the specific activities, timelines, and targets for each MAC to make clear the following year's expectations and benefits from the collaborative technical assistance of USAID-GEMS.

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 or revitalize internal reform committees 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

In a year dominated by the EVD epidemic and where Liberia was only declared EVD free in the last month of FY15, the USAID-GEMS teams made remarkable project success and achievements in performance indicators.

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 accounting and reporting; cash and bank management; Medium Term Expenditure Framework (MTEF) budgeting; and internal control.

In FY15 Q2 the replacement for the Deputy Chief of Party-Technical, who departed during the EVD, joined the project. In addition to supporting overall project technical direction, he was tasked with building sustainability in the project's FM area. The FM Team developed a very strong partnership with the Public Financial Management Reform Coordination Unit (PFMRCU); the Comptroller and Accountant General Office (CAG), which is the central management agency for financial management within the GOL; and the Department of Budget and Development Planning (DBDP), all of which are part of the Ministry of Finance and Development Planning (MFDP). These relationships are important in order to ensure that objectives of the Public Financial Management (PFM) reforms, as they relate to transparency and accountability, are accomplished within the CAG's Office, the Department of Budget and Development Planning (DBDP), and all the USAID-GEMS-supported MACs in a sustainable manner.

The CAG and DBDP were assisted in the development of new or revised transparent financial reports and budget documentation. The FM Team collaborated with the CAG's Office in developing quarterly financial reporting processes to ensure compliance with the PFM Legal Framework. This included templates, supporting tools, and procedures to facilitate regular and timely comprehensive financial reporting. Assistance was also provided to the DBDP in the essential Budget Summary Tables that were necessary to enhance transparency and comparability of the GOL's budget to other countries. The overall benefit of this technical assistance will lead to the sustainability of the financial management technical assistance provided to USAID-GEMS MACs, compliance with the GOL Public Financial Management (PFM) Act, the Cash Basis-International Public Sector Accounting Standards (IPSAS), international best practices as measured in the Public Expenditure Financial Accountability (PEFA), and other assessment frameworks.

The FM Team continued to effectively engage USAID-GEMS-supported MACs in their accounting and reporting processes and finalized their Financial Management Policies and Procedures Manual that seeks to ensure an adequate system of internal controls.

The FM Team disengaged their on-the-job training with GC, MOE, MOA and MOHSW to enable the assistance to the MFDP. These MACs were included in any group training provided to all MACs. It is

noted that the disengagement with the GC was the result of their full implementation of the performance improvements. The MOE and MOHSW had administrative support provided by other USAID projects.

Activities and Accomplishments

The Comptroller and Accountant General Office

The CAG Office and the USAID-GEMS FM Team collaboratively identified and agreed on areas of technical assistance to be provided by USAID-GEMS. This resulted in the development of procedures, a set of tools, and financial report templates to allow MACs to regularly report financial transactions and accounts data to the CAG that are neither captured in IFMIS nor included in the GOL's consolidated financial statements. This included information on donor-financed projects, fees collected as internally generated revenues (IGRs) by MACs, as well as advances or transfers made by the CAG to autonomous agencies. The MFDP DBDP, Aid Management Unit, Project Management Office, and the Public Financial Management Reform Coordination Unit (PFMRCU) also participated in developing the procedures.

The introduction of policies, procedures and tools for MACs to manage and report on donor-funded projects as per PFM Law requirements was undertaken in a workshop for all USAID-GEMS MACs in collaboration with the CAG's Office, PFMRCU and DBDP. The effective implementation of this system will allow the CAG to collect information about donor-funded projects at the beginning of each project and quarterly financial results throughout the project. This will enable the CAG, for the first time, to include this data in GOL consolidated financial statements or issue reports as needed by various users. This is a significant step forward in improving the GOL's ability to manage all the financial resources available to MACs.



Financial Reporting Workshop

Building the capacity of the CAG's staff to effectively implement the newly developed annual and quarterly financial reporting tools was further reinforced by workshops on the comprehensive financial reporting templates and the requirements of the International Public Sector Accounting Standards (IPSAS), especially providing clarity on which entity should follow IPSAS and which should follow International Financial Reporting Standards (IFRS). As they are

critical to sustainability and the USAID-GEMS support, additional workshops were conducted in the areas where limited comprehension or appreciation of the reports was identified.

The pilot of revised FY14/15 annual financial statements using the new template with PPCC, GC, NBC, NIC, and CSA in collaboration with the CAG's Office was very successful. The new annual financial reporting template has been accepted by the CAG's office and rolled out to all GOL MACs. These new quarterly and annual templates will be used for financial reporting during the GOL's FY15/16.

A Cash Flow Forecasting Template was developed and provided to the CAG's Office and the PFMRCU. The USAID-GEMS FM Team will continue to assist the CAG's Office in utilizing this template during FY16.

The Department of Budget and Development Planning (DBDP)

The USAID-GEMS FM Team collaborated with the MFDP Department of Budget and Development Planning (DBDP) to develop the required budget summary tables for inclusion in the Budget Documentation for the Legislature. These include budget profile and budget summary tables for revenues and expenditures that are compliant with the Government Financial Statistics (GFS) and provide information required by other assessment frameworks like the Public Expenditure Financial Accountability (PEFA). They also include a summary table on the UN Standard Classification of the Functions of Government (COFOG), which allows for comparison with other governments.

The budget summary tables are necessary for inclusion in the overall budget submission to the Legislature for PFM Law compliance and to improve the Legislature's understanding and ability to analyze of the budget. This will facilitate better decisions in the approval process and enhance donor confidence through improved ratings in PEFA, the Open Budget Initiative (OBI) survey, and other budget transparency reviews. A few of the recommended budget summary tables were included in the FY15/16 budget submission to the Legislature.

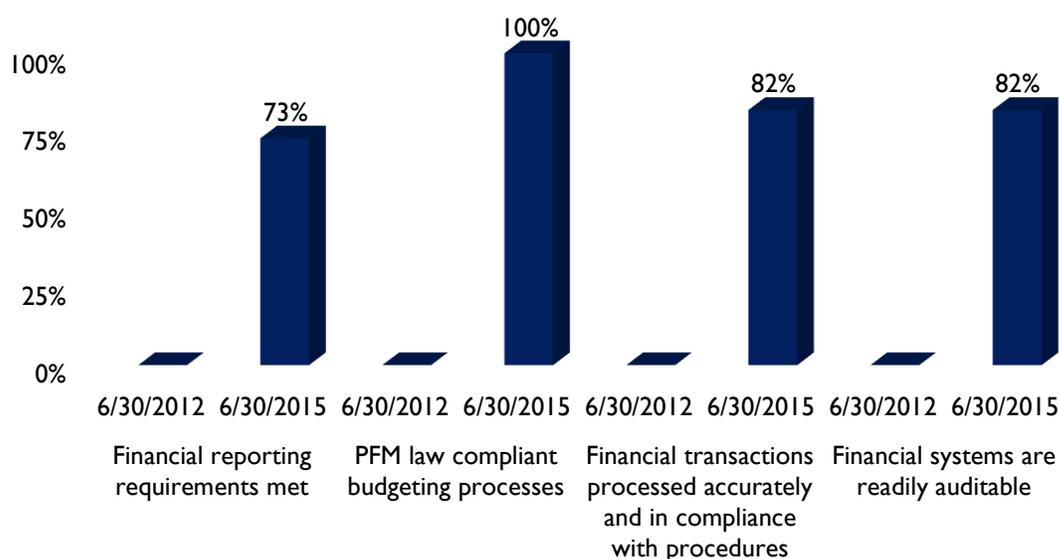
The FM Team participated in the Medium Term Expenditure Framework (MTEF) Manual Validation Workshop, along with staff of the DBDP of the MFDP and other donor partners. The USAID-GEMS Advisors provided contributions for the finalization of the draft document.

USAID-GEMS agreed on the terms of reference for the provision of short-term technical assistance to assist the MFDP DBDP in the overall MTEF Budget process. The consultant will commence in FY16 Q1.

Ministries Agencies and Commissions

Despite the Ebola epidemic, the FM Team continued to engage the targeted MACs, met the deliverables through on-the-job training and other assistance, and achieved the objectives of in the FY14/15 work plan. Those objectives related to the MTEF Budget Formulation and Execution; PFM Law Compliant Accounting; Financial Reporting and Cash/Bank Management; Audits and Internal Controls; M&E for financial Management; Organizational Structure, Job Descriptions and Training; and Sustainability. Below are the key highlights.

Chart 1: Percentage of Partner MACs Meeting Indicator Requirements



MTEF Budget Formulation and Execution

The MTEF Budget process is not fully implemented at all MACs. However, the FM Team continued to assist MACs in utilizing the budget formulation spreadsheets for costing of their strategic priorities and for inclusion of their projects and other sources of funds into their three-year MTEF Budget. Assistance was provided in using the enhanced procedures and tools developed, which are included in their approved Financial Management Policies and Procedures Manual to facilitate the budget execution and reporting phases of the MTEF budget process.

The FM Team worked closely with the DBDP to complement MTEF budget training in the MACs and will continue to work along with the MTEF Budget Expert and the DBDP to build the capacity of the MAC's staff in the overall MTEF process.

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



The FM Team supported the implementation of automated accounting software in all targeted MACs with the exception of MOPT, as they have not been connected to IFMIS. Eight of the ten MACs are now utilizing automated accounting software for accounting and reporting as well as cash and bank account management. The last of the USAID-GEMS-supported MACs to receive QuickBooks, the FDA, made significant progress in utilizing the interim software for accounting and reporting. Also, the PPCC, one MAC that had a late start in implementing QuickBooks, is now fully utilizing the

software for accounting and reporting.

The FY15 objective, for all of the USAID-GEMS-targeted MACs to use an accounting software for accounting and reporting as well as for producing FY14/15 financial statements from an accounting software, has been achieved with the exception of two MACs: MOPT and FDA. Below is a snapshot of the progress.

Table 1: Use of Accounting Software in MACs

MAC	Accounting Software	Comment
CSA, GSA & MYS	IFMIS	Produced FY14/15 Financial Statements from IFMIS
EPA	Peachtree	Produced their FY14/15 financial statements from Peachtree
GC, PPCC, LIPA, NIC & NBC	QuickBooks	Produced FY14/15 Financial Statements from QuickBooks
MOPT	Currently being connected to IFMIS	Produced FY14/15 Financial Statements from spreadsheets and report received from MFDP
FDA	QuickBooks	Made significant progress in utilizing QuickBooks. However, did not complete implementation in time to

		produce their FY14/15 financial statements from QuickBooks. Produced FY14/15 financial statements from their manual system they ran parallel with QuickBooks.
--	--	---

USAID-GEMS and CAG staff introduced comprehensive quarterly and annual financial reporting templates to the MACs. These facilitate comprehensive financial reporting of all sources and uses of funds as well as cash balances to the CAG’s office. This enhanced template was piloted at PPCC, GC, NBC, NIC, and CSA.

Monthly Financial Reporting templates for MACs were developed. The Monthly Financial Report was piloted at the GC and the PPCC, and provides monthly information to management on the overall performance of the MAC relative to their operating activities and project activities inflows and outflows of funds. It also provides easy to read tables and charts pertaining to: monthly and year-to-date budget vs. actual; explanation for major variances; outstanding commitments/obligations; and the cash balances for both the operating activities and project activities. This is very useful information to enable management to make timely, informed decisions in executing their budget and implementing projects. The template is scheduled to be rolled out to all of the USAID-GEMS-targeted MACs during the FY16.

Audits and Internal Controls

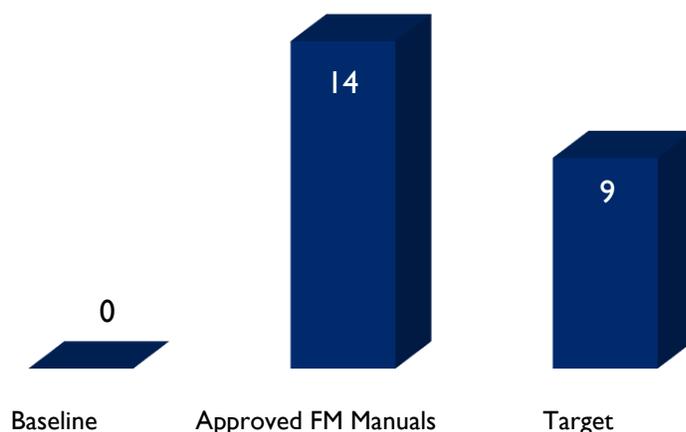
An effective system of internal controls is the foundation for efficiency and represents good financial practices. To achieve this, MACs were supported to ensure an agency-specific Financial Management Policies and Procedures Manual was developed in compliance with the Public Financial Management Law of 2009; the Public Financial Management Regulations of 2009; the Public Procurement and Concessions Act of 2005; and the Financial Management Manual issued by the CAG in 2013. The manual developed for each MAC contains relevant processes and procedures relative to budgeting and planning; cash and bank management; receipts of revenues; disbursement of funds; accounting and financial reporting; internal controls and audits; and preparation and format of financial reporting, in addition to the Chart of Accounts framework of the GOL required for use by all MACs.



The Financial Management Policies and Procedures Manuals were developed and refined during the EVD when contact with the MACs was restricted. The manuals are instrumental in guiding the Finance Division, Senior Managers, the Internal Audit Unit and the Internal Audit Committee, the Budget Committee, all staff of the MACs, along with those involved in managing projects and other programs. It is an essential document to external auditors in the performance of their duties.

The FM Team worked with the Comptrollers of all 14 MACs to review and refine the manuals and support them in presenting for Senior Management approval. This approach resulted in 13 MACs having approved Financial Policies and Procedures Manuals by the end of FY15, with the last, MOA, expected within FY16 Q1. Below is the current status of all of the manuals developed for all 14 MACs:

Chart 2: Number of Partner MACs with FM Manual in Place



M&E for Financial Management

The FM Team utilized the “Quarterly Financial Management Performance Report” template, developed by the USAID-GEMS M&E Advisory team, to collect data for progress verification on project indicators. Based on the results of these tools, the MAC finance staff have realized their usefulness and now utilize the results to improve their performance in the various business processes where improvements were needed. Data was collected this year from GC, CSA, GSA, LIPA, FDA, EPA, PPCC, MOPT, MYS, NIC, and NBC. Data collection during this reporting period showed significant improvements compared to last year.

Organizational Structure, Job Descriptions and Training

Job descriptions for all of the MACs were developed to keep roles and responsibilities consistent with the need to ensure effective segregation of duties. On-the-job training was provided to staff in the performance of their various roles. The FM Team collaborates with the USAID-GEMS HR Team to ensure that job descriptions are aligned with the standard format of the CSA.

Sustainability

Sustainability of the financial management performance improvements has significantly improved with the CAG’s Office ownership of the quarterly and financial reporting templates and their increased capacity to monitor and integrate the information. The DBDP’s integration of the initial budget tables into the FY15/16 reflects their willingness and commitment to the improvement of national budget. MAC senior management’s interest in monthly financial reports increases the probability that Comptrollers will continue to maintain accounting and financial records that enable the preparation of accurate reports for informed decision making.

Human Level

The finance staff of the MACs are proficient in:

- Using the accounting software and other tools provided for accounting and reporting;
- Processing and accounting for all of their transactions as per the Financial Management Policies and Procedures Manual, which is compliant with the PFM Law;

- Preparing and controlling MTEF budgets for GOL, other Internally Generated Revenues as well as donor funds; and
- Preparing monthly, quarterly and annual financial reports.

Institutional Level

The finance staff of the MACs have in place:

- Business processes as required by the PFM Law and its related Regulations, to conduct the financial affairs of the MAC;
- An IT infrastructure, which is used and maintained to process financial transactions;
- An Integrated Financial Management system or software for accounting and reporting, which produces timely and accurate financial information; and
- Enhanced templates for financial reporting and cash and bank management, which are being used consistently to prepare cash reports and bank reconciliations.

Ebola Crisis Impact

The Ebola crisis limited availability of GOL partners due to reduced staff and work schedules. The FM Team rescheduled visits and worked with available partners until all staff returned to work. The slowdown enabled more focused on-the-job training for those working and allowed the FM team to refine Financial Policies and Procedures Manuals. Trainings and meetings with Senior Management were not held until the FY15, Q3 and Q4.

Despite the crisis, the FM Team was able to continue with capacity building interventions and was able to accomplish the objectives of the work plan.

The Financial Management Specialist responsible for three MACs decided not to return to Liberia due to the EVD and these MACs were reallocated to the remaining four team members.

HUMAN RESOURCES

In FY15, the Human Resource advisory area focused on intensifying capacity of the Civil Service Agency (CSA) to better fulfil its mandate in managing the GOL's human resources and in institutionalizing human resource policies and procedures across the civil service. Concurrently, the HR Advisory Team supported the MACs in building capacity to rollout and implement the various CSA-directed processes within their institutions.

Support to the CSA and MACs in FY15 covered a number of areas, including CSA institutional assessment and development, creating a performance management system, developing job descriptions and preparing for job classification, and employee records management, amongst others. Several trainings and OJTs were conducted to institutionalize these processes within the CSA and MACs. The overarching objective was to enhance sustainability; hence trainings were designed as training-of-trainers (TOT) and jointly developed and facilitated with LIPA, to enhance their capacity to deliver the trainings to MACs in the future.

Notably during FY15, the HR Advisory team, working with the CSA Director of the Civil Service Reform Directorate, developed a framework for collaboration between USAID-GEMS and the CSA's World Bank-sponsored Public Sector Modernization Project (PSMP) and Civil Service Reform Directorate (CSRDR) projects. The framework outlined the principles for collaboration, areas of overlaps

of the various projects, and a collaborative approach to working, with the clear objective of increasing resource efficiency and enhancing synergy of interventions. Accordingly, trainings and other capacity building interventions were jointly funded by USAID-GEMS and the World Bank-funded CSA projects (PSMP and CSRD). Other areas of collaboration included joint planning and execution of interventions as well as knowledge and tools sharing.

The HR Advisory team disengaged their on-the-job training with NIC, MOPT, MOE, EPA and MOHSW to enable the additional assistance to the CSA. These MACs were included in any group training provided to all MACs and specific Performance Management System support requested by the CSA. With the exception of MOHSW and MOE, the disengagement will be completed by the end of FY15 Q2. Support to HR in MOHSW and MOE was provided by other USAID projects.

Activities and Accomplishments

The USAID-GEMS HR Advisory team had 100% turnover in early FY15, during a difficult recruiting environment where the EVD was a major concern. By mid FY15 Q2, the project recruited four international HR professionals and two CCNs to deliver the HR and CSA objectives. The team successfully recovered lost time and delivered on the FY15 work plan.

CSA Institutional Assessment and Development

In FY15, USAID issued IBI International a contract modification to expanded support to the CSA. This modification included undertaking a holistic institutional assessment and capacity development using the Human and Institutional Capacity Development (HICD) approach. The objective of this exercise was to strengthen CSA's capacity to deliver better services to civil servants and to champion human resource reforms across Ministries, Agencies and Commissions.



Three consultants were recruited to carry out the processes with support from the core HR Advisory team. These included one long term CSA Advisor and two short term advisors as an Institutional Development and Strategic Planning Consultant and a HR Consultant. A comprehensive institutional performance assessment was undertaken, which generated significant support at all levels internally and with stakeholders along with a detailed one-on-one HR competency assessment for all positions within the CSA. The assessment report outlined a total of 87 capacity gaps and associated underlying causes in CSA. A package of solutions for the identified organizational gaps was

identified and it identified 37 priority solutions for immediate implementation.

To assist the CSA to implement the recommendations, the USAID-GEMS CSA Advisor encouraged the establishment of an institutional structure for the implementation of the measures. The existing Change Management/Internal Reform Committee (IRC) was reactivated with a revised Terms of Reference and membership expanded to include all functional directors. The objective was to ensure an inclusive reform process with the functional directors responsible for reforms in their areas of responsibilities. Suggestion boxes were placed in different parts of the CSA, the CSA website was restructured, and a dedicated e-mail address was established for the IRC to encourage general staff participation in the

reform process. An IRC Work Plan and a comprehensive Work Plan Monitoring Framework were developed and Change Management training was conducted for Directors to acquaint them with their roles in the change process.

Principal achievements from this process include

- The development of a 3-year Strategic and Implementation Plan to guide CSA's operation for three years (2015-2018);
- Streamlining and strengthening work processes;
- Adopting a more formal approach to regular meetings; and
- Instituting a formal monitoring and reporting system.

CSA is beginning to upgrade and automate the civil service testing center, to implement the existing CSA Communication Strategy, to assess and upgrade the CSA IT system, to conduct a training needs assessment and capacity building plan, and to develop a Service Delivery Charter for the CSA, which summarizes all services provided by each directorates to civil servants and MACs.

Performance Management System (PMS)

A major focus of the USAID-GEMS HR activities in FY15 was support to CSA with the rollout of the PMS across all MACs. The HR Team provided technical support to the CSA in organizing a Stakeholders Forum for DMAs and DDGAs. The primary objective of the forum was to train the DMAs/DDGAs on the Performance Management System and tools, informing them of the CSA timelines for the process, and soliciting their support in pushing the process forward within their institutions.



PMS Training-DMAs & DDGAs

The HR team, in collaboration with CSA and LIPA, organized a joint PMS training for HR Directors and their Assistants to boost their capacity in PMS within their respective institutions. The training was designed as TOTs to enhance the HR Directors' capacity to replicate such trainings within their institutions. It was jointly facilitated by USAID-GEMS, LIPA, and CSA. Following the training, several HR Directors (CSA, GSA, MYS, LIPA, MOA, etc.) have organized and facilitated in-house PMS trainings for their MAC Supervisors.

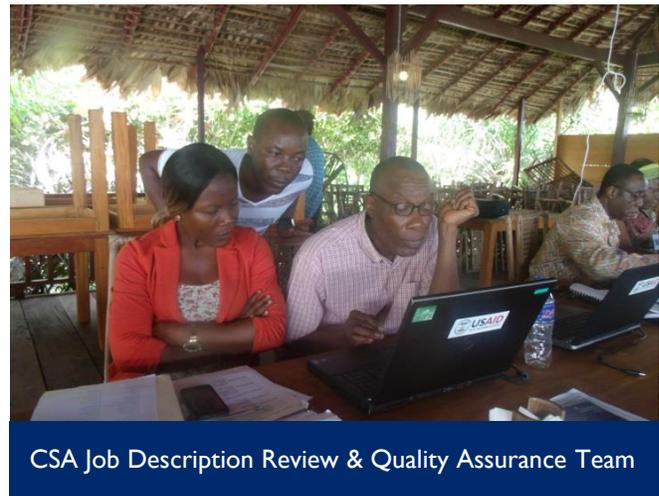
The HR Team undertook on-the-job-trainings (OJTs) and coaching sessions for HR staff and supervisors at various MACs. A quick guide to performance planning was developed to assist civil servants in understanding how to set SMART objectives and performance indicators for the performance planning exercise. All GEMS-assisted MACs (CSA, LIPA, NBC, GC, FDA, GSA, MOA, PPCC, and MYS) have commenced and/or completed their performance planning exercises. A few MACs—including LIPA, NBC, MYS, and CSA—have either commenced or completed their quarterly reviews for the two quarterly performance periods.

Table 2: Status of PMS Implementation at MACs

MAC	Status
NBC	Commenced PMS. Completed performance planning and quarterly reviews for two quarters. Is undergoing performance planning for the third quarter.
CSA, LIPA	Commenced PMS. Completed performance planning and quarterly reviews for one quarter. Undergoing performance planning for a second quarter.
MYS	Commenced PMS. Completed performance planning and quarterly reviews for 15% of staff for one quarter. Is undergoing institution-wide performance planning for a second quarter.
GC, PPCC, FDA, GSA & MOA	Commenced PMS. Currently undergoing performance planning for the first quarter.

Civil Service Job Descriptions and Job Classification

A major focus of the USAID-GEMS HR Team in FY15 was the development and review of job descriptions (JDs). The HR Advisor for Pay and Grading led this effort, with support from the other HR Advisors and Specialists. A comprehensive training on job descriptions was organized as a TOT for HR Directors and assistants. This training introduced them to the approved CSA format for JDs, and enhanced their capacity to develop standardized JDs that meet the requirements for the job classification exercise and other HR processes. The follow-up training for 25 CSA staff identified 10 staff, who were successful in the JD test, to form a central team for review and quality assurance of JDs submitted by all MACs.



CSA Job Description Review & Quality Assurance Team

The HR Team supported the CSA to organize a JD session for HR Directors to track progress with JD completion and provide them with generic JDs for their use to accelerate the process. Following the trainings and JD session, along with OJTs and coaching at MAC level, over 25 MACs (including non-GEMS-assisted MACs) submitted draft job descriptions to the CSA JD team for quality assurance. The quality assurance exercise, conducted over a period of 1 month, involved an intensive 5-day working retreat outside Monrovia and two 3-day working sessions at the USAID-GEMS office. USAID provided six laptop computers through USAID-GEMS to facilitate the process. The job descriptions are being validated in 25 MACs.

The instruments for the job classification exercise were developed and several pilot sessions held to pretest the tools for classifying various civil service positions. Based on the results of the pilot tests, appropriate modifications were made to the tools. The tools are now ready for use in the job classification exercise.

Employee Records Management

During FY15, the HR Advisory team supported regularizing employee records systems in the MACs. Technical support in this area focused on two segments. The first intervention focused on standardizing the manual records system and the second on automating the HR records via the introduction of a Human Resource Management Information System (HRMIS).

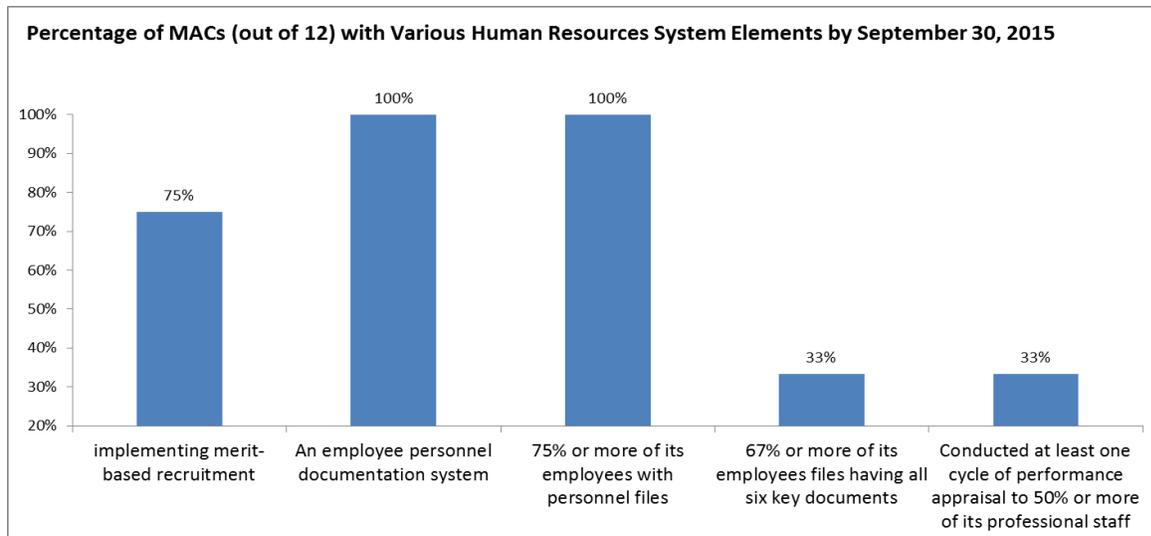
Under the first intervention, all USAID-GEMS-targeted MACs were given the updated employee file checklist and supported to actively update their employee files. The HR Advisory team also developed a matrix for use by MACs in tracking completion of documentation in employee files. The matrix provided a snapshot of the proportion of employee files with required documentation; it also enabled HR directors to easily identify employees with missing documents and follow up on the documents as required. Periodic file audits were undertaken of personnel files to assess the status of documents in file and train staff on regular review and updating of files. The file-tracking matrix resulted in an increased collection and filing of key documents for each employee. It also highlighted gaps within the recruitment processes, as a large number of files did not have documents relating to reference checks of candidates.



PMS Training at GC

The second intervention focused on the installation of the HRMIS and training on its use. The software was installed in several MACs, including GSA, MYS, PPCC, FDA, and MOPT. This brought the total number of MACs that use the software up to seven, a total that includes NBC and LIPA, which had previously installed the software. The installation was followed by training of the HR staff and subsequent coaching on the use of the software. Although some MACs experienced challenges with network connections and security concerns, most of the MACs have uploaded employee information and scanned documents into the software. The HRMIS is a useful management tool for easy access to employee information and for generating management reports for decision-making.

Chart 3: Percentage of MACs with Various HR System Elements

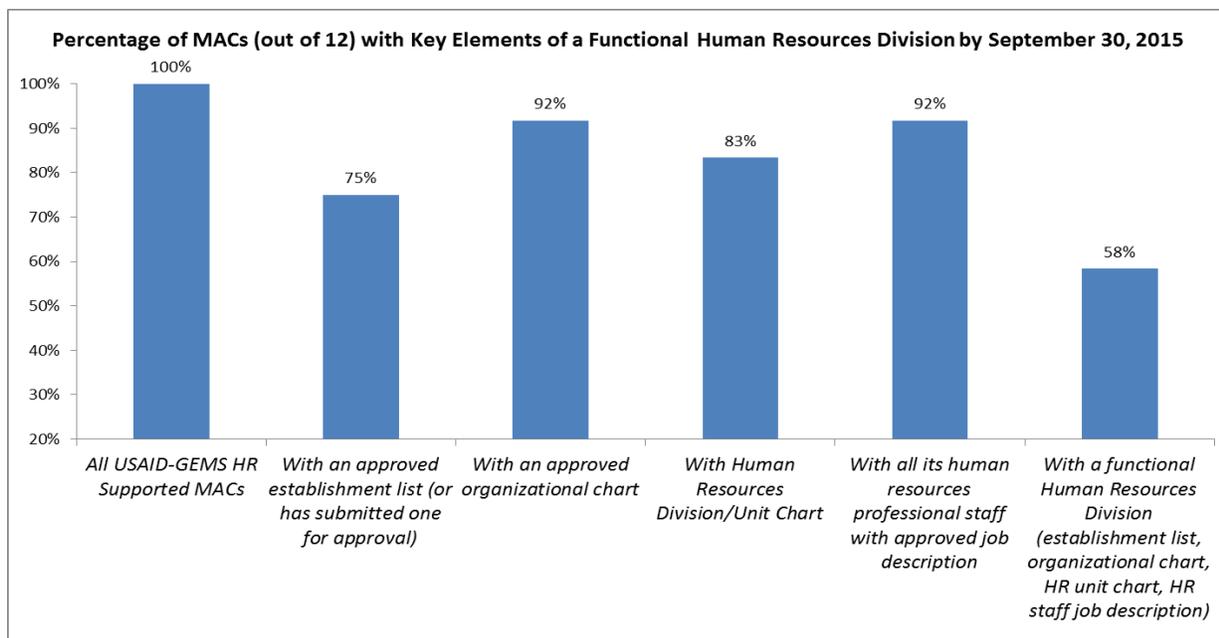


MAC Organizational Structure Review

The HR Advisory team assisted MACs with defining the key performance indicators for their HR Units. Some MACs —GSA, CSA, PPCC, MOA, NBC, and LIPA— began and/or completed the review of their HR unit organizational chart to ensure greater alignment with their mandate. The HR team commenced work with MACs to review and update their organizational charts. MACs involved in this exercise include the MOA, NBC, GSA, GC, and CSA, and were all proposed in CSA’s new strategy. A major challenge with this exercise is the low level support from senior leadership.

Upon the request of the Executive Director of PPCC, the HR team provided technical assistance with the restructuring of PPCC to enable it to better fulfil its mandate. The expansion entailed over a 100% increase in staff strength and decentralization of its services into the counties. Although funding for the entire new structure was not approved by the Legislature during the budgeting process, the PPCC Board has approved the new structure for future implementation.

Chart 4: Percentage of MACs with Key Elements of Functional HR Division



Human Resource Policy Manual

The HR Advisory team worked on completing HR policy manuals during FY15. A number of MACs (including GSA and MYS) have completed their manuals, which are currently being reviewed by senior management for approval. NBC is in the process of developing their HR policy manual and MOPT and GC are developing Employee Welfare Policy and Training Policy manuals, respectively, with input from USAID-GEMS.

MACs at advanced stages of manual development were assisted to complete and present them for approval, ensuring alignment to CSA’s HR Policy. It was agreed with CSA that those Ministries without a policy manual would utilize the CSA’s HR Policy manual to ensure uniformity of policies and procedures across the civil service. Agencies and Commissions that are semi-autonomous were assisted with developing manuals.

The status of the Human Resource Policy manuals is provided in the table below.

Table 3: Status of HR Policy Manuals

MAC	Status
CSA & GC	Approved by MAC
LIPA	Complete and validated. Awaiting formal approval
MYS & GSA	Complete, being reviewed by management
PPCC & FDA	Previously existing manual
NBC	Currently being developed
MOA	Will use CSA HR manual

Merit-based Recruitment and Selection

Minimal work was done on Merit-based Recruitment (MBR) due to the number of ongoing activities with the CSA and MACs. The USAID-GEMS HR team developed plans for a joint training of MAC HR Directors and supervisors on MBR; however, CSA requested that these be placed on hold due to the large number of activities with which it was engaged. Notwithstanding this development, the HR Advisory team provided coaching and mentoring to HR Directors of MACs on institutionalizing MBR within their institutions. The coaching and mentoring focused on publication of vacancies, testing of candidates, and reference checking. A key challenge to institutionalizing MBR in MACs appears to be the lack of interest from senior leadership in the MACs for a transparent, merit-based process.

Sustainability

The high enthusiasm and commitment demonstrated by the CSA for the various HR initiatives significantly enhance the prospects for sustainability. However, limited staff capacity at the CSA and the necessary will to implement merit-based systems at the MACs are serious threats to sustainability. To enhance the likelihood of sustainability, the HR Team has adopted the following strategies in FY15:

1. Reactivation of Internal Reform Committee

An important step to enhance sustainability within CSA was the reactivation of the IRC. The IRC serves as the Change Management committee and institutional memory for sustaining the processes beyond the project. USAID-GEMS recruited a dedicated CSA Advisor to provide coaching and mentoring and to strengthen their capacity to perform their functions. The achievements of the CSA's IRC within such a short period have prompted the Director-General of the CSA to request that they assist the other MACs to reactivate their IRCs in order to replicate the gains experienced.

2. Development of a 3-Year Strategic Plan

The CSA's strategic plan is a valuable roadmap for the CSA over the next three years of operations. The strategy development incorporated the key elements of USAID-GEMS interventions, in addition to other deliverables expected from the CSA by the GOL's national strategic plan (AfT) and ongoing donor-funded projects (PSMP and CSRD). A comprehensive implementation plan was also developed to guide the CSA in implementing the strategy.

3. Training-of-Trainers

The major trainings conducted in FY15 were designed as TOTs to enhance the capacity of HR Directors to replicate the trainings in MACs. A number of HR Directors have facilitated training of their counterparts at the various MACs. They serve as the institutional memory for transferring knowledge and skills of the processes at the MAC level.

4. Strengthening CSA and LIPA Capacity

The HR Team focused on strengthening CSA and LIPA capacity on the HR processes developed and implemented. Constant coaching and mentoring of relevant heads of directorates, and involvement of both institutions in the development of training materials and in training facilitation, enhances sustainability. LIPA, as the training institution for government, is expected to sustain the trainings beyond the project, in close coordination with the CSA.

Ebola Crisis Impact

The Ebola crisis significantly affected the HR Team. There was a 100% turnover in the team, due largely to the epidemic. An employee with requisite skills was transferred from Training while others were recruited. With a steep learning curve, the HR team, when they came on board, worked assiduously to support the achievement of the FY15 work plan.

At the MAC level, the most of the HR staff were declared non-essential and even after the team was re-staffed, meetings were cancelled, and OJTs were suspended. Some staff in HR departments were placed on intermittent work schedules, adversely affecting the pace of collection of employee documents for filing, among other processes.

To make up for the setback, the team employed the use of emails and phone calls where hands-on OJTs were not practicable, and continued to build capacity, while adhering to safety protocols.

ASSETS MANAGEMENT

In FY15, the AM team's ability to implement its planned activities was significantly impacted by the EVD. Their primary central management agency, GSA, became the logistics hub for the Ebola response and MAC staff were either non-essential or their vehicles were consigned to the response effort. In recognition of the logistical expertise of the AM Advisory team, the GOL and donor partners utilized the team to guide them in systems and processes. The Assets Specialist was seconded to the MOHSW for four months to assist with the MIS on assets & fleet management and training. The AM team took advantage of the slowdown in the MACs to assist their assets management staff with coding furniture and equipment and developing assets registers. By the end of FY15, all USAID-GEMS-targeted MACs had an active assets register. The team recommenced other non-Ebola related support to the GSA and MACs in FY15 Q3.



USAID-GEMS Assets Specialist at MOHSW Ebola supplies warehouse

The Assets Management team has five areas of focus which are provided in collaboration with the GSA: fixed assets, fleet management, real property management, asset property disposals, and maintenance. In FY15, the team was supported by one STTA, a Building Management and Maintenance Specialist. As the assistance was directly with the GSA, the contract was suspended during the EVD and recommenced in FY15 Q3.

The Assets Management team disengaged on-the-job training with NBC, NIC, PPCC, MOHSW and MOE to enable more focused assistance to the GSA. These MACs were included in any group training provided to all MACs.

Activities and Accomplishments

Non-Ebola Support to GSA

The GSA is the entity responsible for the monitoring and management of GOL's fixed and mobile assets. Support to the GSA focused on developing the documented procedures and guidelines that would be applicable across the GOL. The Building Management, Building Maintenance and Property Disposal

Guidelines, which were created in late FY14, were finalized and approved by the GSA for implementation in FY15 Q4. These complimented the previously developed guidelines for Fleet Policy and Operations; Generator Operation and Maintenance; and the Assets Management, Data Collection and Maintenance.

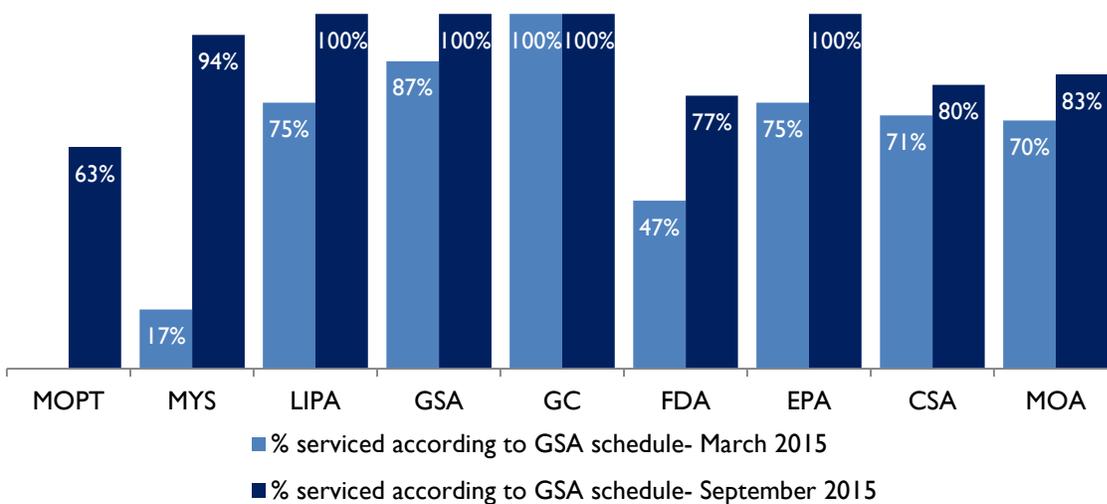
To assist in implementing their mandate, GSA assigns Assets Monitors to MACs, as well as counties, to monitor and report on the assets of GOL. These Monitors were given extensive formal training and OJT by the AM team, in collaboration with the GSA AM Director, to enable them to more effectively undertake their work, particularly in assets coding and fleet management. GSA Monitors and other responsible staff members completed inventories and developed assets registers.

Fleet Policy Implementation

In FY12 the GOL approved the Fleet Management Policy based on an approach chosen by the GOL for managing the government fleet, which USAID-GEMS assisted them to develop. The three components of the policy—devolved fleet, operational fleet and donor fleet—were approved and implementation guidelines were developed. However, due to the rigor required for implementation, only the operational and donor fleet components are in various stages of implementation.

In FY15, the AM team provided the MACs with formal and OJT to assist with operational fleet policy compliance. The training included GSA Monitors, GSA managers, drivers and mechanics along with those at the MACs. Working with the GSA Monitors in the MACs a considerable improvement was recorded particularly in the area of vehicle preventative maintenance, where data illustrates that between 70%-90% of vehicles are being serviced in the required intervals.

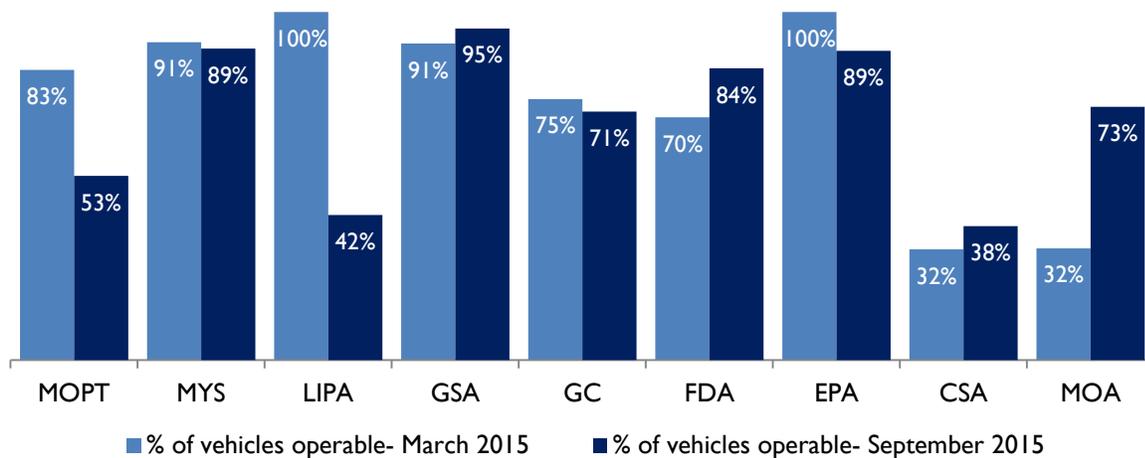
Chart 5: Vehicles Serviced According to GSA Schedule



Based on September 2015 Data Validation on nine MACs, all met the standard as indicated in the PMP. Nearly half maintained 100% of their vehicles according to standards (GC, GSA, LIPA, EPA); another third maintained 80% or more of their vehicles (MOA, CSA, MYS); and the rest maintaining over two-thirds according to standard. These are significant improvements compared to March 2015 assessment where only GSA and GC had over 80%. This reflects the effect of monitoring work by the GSA and USAID-GEMS teams since the March 2015 to fully deliver the FY15 work plan and results in preventative maintenance for the GOL.

Accurate fleet data has enabled the MACs to better understand the number of vehicles that are operable and those requiring disposal. Those operable vehicles that have gone beyond their useful, economic life are also considered for disposal as the maintenance cost escalates.

Chart 6: Vehicles in Operation



Although the MOA data reflects an increase in the number of vehicles, these are not new vehicles. The GSA Monitor, USAID-GEMS fleet and MOA staff have worked together to improve their reporting and identified operable and inoperative vehicles. At LIPA, they have acquired new vehicles and the older ones are awaiting disposal. CSA had major problems in terms of asset management across all the disciplines. Intensified support improved their reporting and vehicles that were left in garages, awaiting maintenance payments, have been identified and scheduled for return to the operational fleet.

Generators are critical for GOL operations and service delivery as publically provided power is limited. The AM fleet team worked closely with generator operators and their supervisors to train them and implement procedures for the correct operation and preventative maintenance of generators. Considerable success was achieved and all USAID-GEMS-targeted MACs, except two, followed the generator guidelines. This resulted in reduced generator breakdowns and work interruptions. The MACs that did not follow the guidelines have no working generators and are totally reliant on publically provided power.



Asset Registers, Coding and Inventory

The Director and Monitors of the GSA, along with the USAID-GEMS team, completed inventories in all MACs and input data on the Asset Register spreadsheets. All USAID-GEMS-targeted MACs have an active Asset Register, which is a major achievement for the project and the GOL. A new simplified

coding system was agreed with the GSA and training provided to the GSA Monitors along with general asset management and data collection training. These were provided both pre and post Ebola.

Buildings Management and Maintenance

The drafts for the GOL-owned building register, building management guideline manual, and building maintenance guideline manual were completed in early FY15 and put on hold until the third quarter, when reviews recommenced. These underwent thorough review by GSA management and technical staff and were approved in FY15 Q4 for implementation. Two training courses (with videos) were developed and training will commence with GSA and possibly LIPA in FY16.

GOL Property Disposals

Prior to the Ebola crisis the USAID-GEMS Asset management team, after extensive consultation with the GSA, developed a draft GOL Property Disposal Guidelines. All work on this was suspended for the duration of the Ebola Crisis; however, a USAID-GEMS and GSA formed a review committee and after due process the document was submitted to the GSA senior management for acceptance. This was duly achieved and the draft is now a GSA policy document. A training course will be developed and capacity development on processes and procedures will commence in November.

Asset Management Software

In FY14, USAID-GEMS provided GSA an STTA to ascertain the exact assets management software requirement suitable for all needs of the GOL. The review included the analysis of 'Off the Shelf' Asset Management software packages and four video link demonstrations, with recommendations accepted by the GSA senior management. While USAID-GEMS provided the specifications, it was not intended for the project to provide the funding. The EVD revealed the need for a robust national assets management system and the GSA continues to seek funding for the system.

Ebola Crisis Support and Impact

The EVD required the AM team to refocus their support on the MOHSW, GSA and donor logistical support to the EVD for FY15 Q1 and Q2, with GSA designated as the logistical hub for the GOL's response. The Assets Specialist was seconded to the MOHSW for four months to assist with the management information system on assets & fleet management and training. The team remained in Liberia throughout the EVD epidemic and supported in every way requested by the GOL and donors. Their assistance often required them to work 7 days a week 12 hours (or more) a day.

The Asset Management Advisor, as a professional logistician, supported both the GSA and UNOPS for four months in various aspects of the emergency operational vehicle plan, collecting data and assisting in the development of funding proposals. Operational Guidelines for Ebola Response Fleet were developed for the MOHSW and GSA.

The Building Management and Maintenance and Disposal Guidelines were put on hold along with all group training until FY15Q3.

Fleet management continued its normal activities as much as possible with the Fleet Specialists undertaking the tasks of the Assets Specialists as well. This enabled the development of inventories and assets registers in all USAID-GEMS-targeted MACs.

Sustainability

The initial assessment of the GSA and USAID-GEMS-targeted MACs revealed that:

- There were very few people in Liberia who had knowledge or training in Asset Management.

- Very few processes and procedures had been created. What work that had been done was very generic and unrelated to the Liberian context.
- A centralized approach to assets management had recently changed and the GSA had not adapted its procedures.
- Senior management in the MACs appeared disinterested in asset management.
- Asset Management staff were generally marginalized, unguided, untrained, and/or unmotivated.

The GSA has restructured its operations to more effectively regulate and monitor the use and maintenance of GOL fixed assets, real properties, and fleet. The development of easy to use manuals for those that may be semi-literate and providing constant formal and OJT training in the various areas resulted in them using most of the systems and processes. 13 training modules were developed and TOT was provided to GSA Monitors in the delivery of some to enable them to roll out training to the counties and do refresher courses when needed.

The staff below management level involved in AM are often those with the least formal education and are provided little or no additional training once employed. The strategy for building capacity and sustainability has been multifaceted. Critical to this process was gradually convincing management of the importance of a working asset management system and illustrating the potential benefits to their institution. While several accepted the need and recruited dedicated asset management staff and some established an assets management department, the challenge remains for them to budget the maintenance costs needed to work effectively.

The decentralized AM responsibilities were not disseminated to MACs. Through trainings, in collaboration with GSA, the expectation that the GSA would do everything for them was dispelled. MAC staff, guided by their GSA Monitors, now carries out their institutional asset management functions.

PROCUREMENT MANAGEMENT

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

The Procurement Advisor was utilized by the MOHSW and donors during the EVD as many of the procurement professionals capable of undertaking complex procurements left the country.

The Procurement Advisory team disengaged on-the-job training with MYS, MOA, MOHSW and EPA to enable more focused assistance to the PPCC. They will be included in any group training provided to all USAID-GEMS MACs.

Activities and Accomplishments

Support to PPCC

The PPCC Executive Director was identified in FY15 Q1 and, before he could fully take office, was appointed to head the Ebola Task Force. This made him largely unavailable until FY15 Q3. The Procurement Advisory team continued its support to the PPCC as much as possible during FY15 Q1 and Q2. Substantive collaboration that would lead the increase in the PPCC's capacity as the GOL procurement regulator, began in FY15 Q3. The Procurement Advisor worked directly with the

Executive Director and staff of the PPCC in developing guidance and supporting training and coaching in the implementation of their institutional mandate.

Procurement Structures & Processes

The PPCC staff was assisted to strengthen MAC procurement structures; improve procurement staff competence; and assure quality, transparency, and competitiveness in public procurements to achieve value for public expenditure. The PPCC Strategic Plan document was finalized and a capacity building plan was developed and implemented for procurement planning, procurement of non-consulting services and framework contracting and vendor registration.

The USAID-GEMS-proposed introduction of procedures for procurement of non-consulting services and framework contracting was accepted by the PPCC. The framework contracting concept offsets some of the drawbacks in the GOL delayed budgetary releases before approval of the National Budget by the Legislature. The new approach for procuring non-consulting services and framework contracting was presented to about 300 private sector service providers by the PPCC with support from USAID-GEMS. A TOT was provided to the PPCC and they initiated county training sessions for superintendents, city mayors, entity heads (hospitals, educational institutions, etc.), finance officers, and procurement officers drawn from all the counties. All MACs were requested to enter into appropriate framework contracts for their FY2015/16 requirements within the first quarter of the GOL fiscal year.



Vendor Registration

The PPCC adopted USAID-GEMS' recommendation for the establishment of a vendors' register (database) to guide GOL procuring entities in the identification and selection of vendors for restricted competitive procurement. The register (i) saves on advertising costs, (ii) ensures that only legally registered and tax compliant firms do business with the GOL, (iii) encourages informal businesses to formalize their establishments, and (iv) ensures that all known providers of required goods, works and services are invited to bid for GOL contracts. The launch of the vendor registration process was received with tremendous enthusiasm from the private sector, particularly Liberian-owned businesses.

The Small Business Empowerment Act of 2015

The PPCC was supported in awareness workshops on the implementation of the Small Business Empowerment Act (SBE). The Act aims to encourage and promote establishment, growth and expansion of micro, small and medium sized enterprises by ensuring 25% of public contracts go to Liberia-owned small and medium sized enterprises (SMEs). The Act also allocates up to 5% of these procurements to women-owned SMEs. Collaboration with the PPCC to implement these new initiatives began during FY15.

3rd Annual Procurement Plan Hearing

USAID-GEMS instituted annual procurement plan clinics and a hearing in collaboration with the PPCC in FY12. The objective of these were to provide procuring entities with guidance on preparing their annual procurement plans and reducing the time required by the PPCC to approve plans once submitted. The 3rd Annual Procurement Plan Hearings were in FY15 Q3 for about 450 procurement, finance and

internal audit staff of all MACs in and around Monrovia. The sessions enabled the PPCC to present their key issues priority areas of (i) the implementation of the Small Businesses Act (SBA) policy, (ii) the Vendor Registration, (iii) Non-consultancy Services and Framework Contracting, and (iv) Streamlining the Procurement Plans.

Procurement Performance Monitoring

The ability of the PPCC to undertake its compliance function effectively requires standardized tools to enable results to be compared for improving processes. PPCC procurement compliance monitoring methods and tools were reviewed and agreed on for piloting in FY16.

Support to MACs

USAID-GEMS support to targeted MACs focused on reinforcing structures and processes for transparent, value for money procurements.

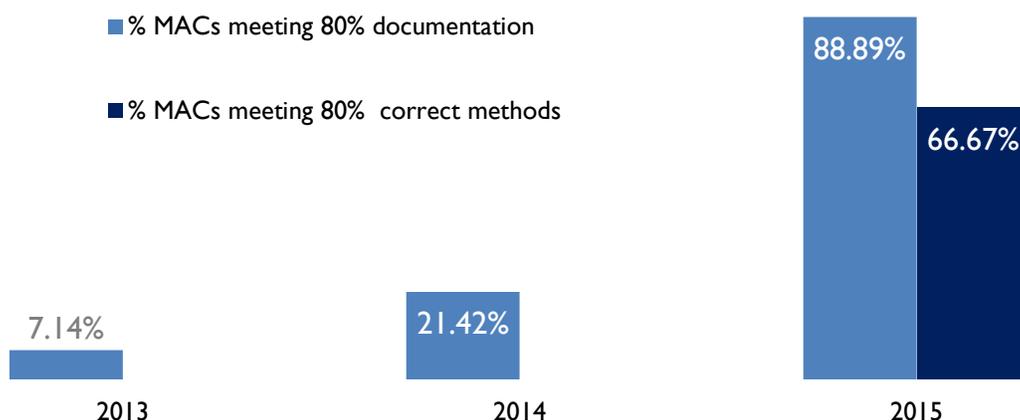
Efficient Procurement Ensuring Value for Money

The USAID-GEMS Procurement Advisory team provided the procurement units of the ten USAID-GEMS-targeted MACs with training and mentoring to improve their capacity to perform the necessary functions and take procurement-related decisions. Procurement Plans were updated based on the approved budget and received PPCC approval. In all cases, minutes of procurement committee meetings were on file, especially for competitive bidding where the committees were required to approve recommended contract awards. In 78% of MACs assessed, the evaluation reports were duly signed by members of the evaluation panels. These processes reduce the opportunity for non-transparent procurements.

Increased Compliance and Appreciation of Procedures

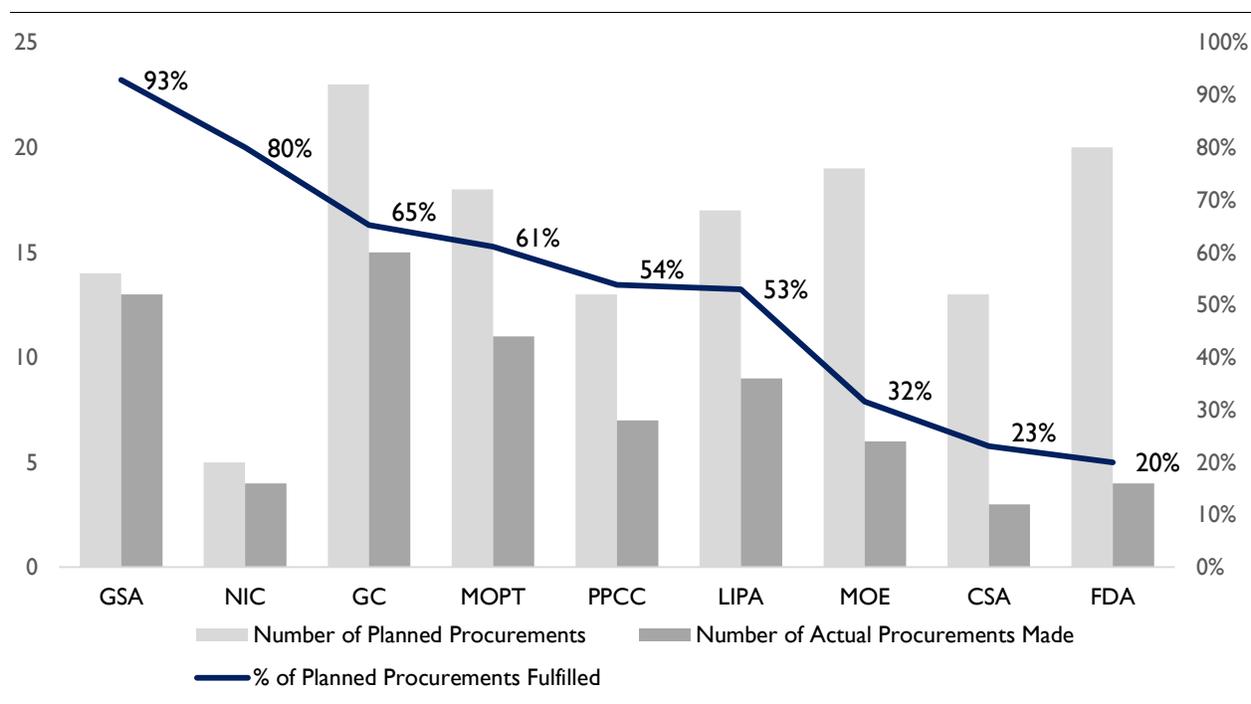
The Procurement Advisory team provided OJT for USAID-GEMS-supported MACs in the implementation of their FY14/15 procurement plan. This support resulted in 89% of MACs with at least 80% of the required procurement documentation and 67% using the correct method at least 80% of the time.

TABLE 4: Quality of Procurement Documentation and Methods



The quality of documentation increased from 2013, and between 2014 and 2015 there was a dramatic increase. This MAC’s have shown an appreciation for the need for documentation in increasing the efficiency of their work as well as satisfying queries during internal and external audits.

Table 5: Implementation of Planned Procurements in FY14/15



In FY15, only two of the nine MACs implemented 80% or more of the planned procurements, although six implemented more than 50%. Concerted efforts were made to improve the use of the procurement plan; however, until the streamlined processes are implemented across the GOL and budgetary appropriations are allotted in a timely manner, the MACs will continue to disregard their approved procurement plan. The Procurement Advisory supported the MACs has no functional authority to change a process undertaken by a MAC.

Ebola Crisis Support and Impact

The EVD impacted the Procurement Advisory team both at the MACs and at the PPCC. The GOL placed restrictions on budgetary expenditures to make funding available for the Ebola response and procurement staff were among those at the GOL declared as non-essential. These employees did not return to work until the end of January 2015. This affected the efforts at documentation and filing since planned OJT and mentoring were suspended.

The appointment of the PPCC Executive Director as Coordinator of the Ebola Task Force made him unavailable for most core PPCC functions and support. Although he became more available in FY15 Q3, he continued to have commitments to the Ebola Task Force. This delayed the approval and implementation of the new concepts of non-consulting service procurement and framework contracting. Although the PPCC is enthusiastic, the delay has resulted in these concepts only being piloted in FY15/16 instead of fully implemented. The benefit of improving procurement processes using framework contracting can only be considered for FY16/17.

Sustainability

The PPCC has taken ownership of the task required to regulate procurement as well as the new concepts of non-consulting services procurement, framework contracting, utilization of the Vendor Register, and the implementation of the Small Businesses Act. They recognize the need to enhance the knowledge of their compliance staff in these concepts and the practical experience of the graduates

from the Intensive Procurement Training Program (IPTP) to mitigate the risk of undermining the quality of the procurement.

The availability of the procurement compliance monitoring tools reduces the arbitrariness of the processes undertaken by PPCC Compliance Officers and enables them to ‘learn by doing’ in a structured manner. Guidance by USAID-GEMS when implementing the pilot of the tools in a few high spending MACs will enhance their capacity. The PPCC will be encouraged to have the IPTP students do internships in MACs before their graduation, under the guidance of the PPCC, to ensure they understand the practical elements of procurement.

INFORMATION TECHNOLOGY

The 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 I functional areas in their use of 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 for performance improvements and provides guidance and support to the advisory teams working in Objectives 2–5. The team supports MACs to both understand GOL’s plans to deploy IT to achieve its development objectives, and inform them of ongoing development and implementation of these plans.

Activities and Accomplishments

IT Service Management

In FY15, USAID-GEMS expanded its support to MAC IT units to help demonstrate to their managements that the performance of the IT units, and the recognition of their value, could be improved by introducing a service orientation in the units. The Information Technology Infrastructure Library (ITIL) methodology was chosen by GOL as their preferred IT Services Management (ITSM) framework. To support this ambition, USAID-GEMS supported the piloting of this comprehensive ITIL framework with the IT Units of USAID-GEMS-supported MACs. In FY13 USAID-GEMS provided 63 GOL IT technologists with foundational ITIL training, with 45 being awarded international certification. This was followed up by the deployment of ITIL-compliant Service Desk software within the MACs, and accompanying training. The Service Desk software provided tools for the IT Unit’s clients and agents to register and track IT service-issues, build a knowledge-base of incident management processes, and provide management with reports on the demands on, and activities of, the IT Unit. USAID-GEMS assisted GOL to select the free, open-source OS-Ticket software application for the pilot deployments, and provided the IT staff with the requisite technical training for the installation and support of the application, and its implementation in the organization.

Deployments of the framework in 6 MACs in FY15 brought the total to 13 MACs. Deployments included a familiarization workshop, training for the technical staff, and the installation of the application.

Table 6: Deployment of Service Desks at MACs

Year deployed	GSA	MOH	NIC	CSA	NBC	PPCC	MFDP	L I PA	MOA	MYS	FDA	EPA	MOPT
2013/ 2014													
2015													

Draft IT Incident Management guidelines have been developed and submitted to MOPT for validation. These guidelines will ensure that Incidents and Service Requests are correctly handled, and in alignment with the ITSM framework.

The USAID-GEMS IT team provided ongoing advisory and support services to the MACs to encourage their adoption of Services Management principles. Plans to provide ITIL Intermediate level training opportunities for suitably qualified and experienced staff in FY15 were held back as MOPT did not consider this a priority.

Capacity Development of MAC IT Units

USAID-GEMS provided assistance towards the capacity development of IT Units to ensure they had the technical capacity to administer and support the ICT platforms deployed into the USAID-GEMS-supported MACs. This was achieved initially by ensuring that the supply and installation of any ICT platforms and components was accompanied by vendor-provided familiarization and operator training.



The USAID-GEMS IT Team provided OJT and on-site and off-site support services on an ongoing basis to MACs to encourage self-sufficiency whilst ensuring that the USAID-GEMS supported IT platforms continued to provide a good quality of service to the MACs. Class-room based technical Systems and Network Administration training was provided for at least one IT staff in each smaller MAC, and more in the larger MACs. This System Administrator Training, provided by Starz College of Technology, was an intensive and integrated three month Information Technology training aimed at improving the analytical skills and troubleshooting abilities of the IT Units. The training provided participants with foundational and intermediary understanding and practice of System and Network Administration with modules on components of their platforms, Microsoft Server, Cisco and Cyberoam. The 2015 training of 17 IT staff from 9 MACs comprised the second wave of training, which together with the 16 staff who completed in 2014, brings to 33 the technical staff capable of ensuring that all USAID-GEMS-supported MACs are technically enabled to support their platforms. Participants that demonstrated the necessary commitment and progress in the training, through an exam, were supported to sit for certification exams.

Table 7: FY15 Systems and Network Administrator Training

Year Deployed	MOH	NBC	PPCC	LIPA	MOA	MYS	FDA	EPA	MOPT	GC	TOTAL
Attended	1	1	1	1	1	1	3	2	5	1	17
Passed Internal Exam	1	1	1	1	1	1	2	1	3	1	13

USAID-GEMS facilitated knowledge sharing workshops with MOPT for MAC IT staff to convene to discuss their ICT platforms and plans/challenges. The community of practice events allowed peer-to-peer knowledge sharing across a network of technical staff embedded, and sometimes isolated, within their host MACs. This group of ICT Practitioners participated in a workshop with Steve VanRoekel, USAID’s Chief Innovation Officer, to share ideas and experiences on how e-Government and Information Technology could be used to improve GOL performance and service delivery, including the Ebola response. A separate workshop was held with Mr. VanRoekel and the executives and leadership from the MACs.



Steve VanRoekel (c) with IT practitioners and USAID-GEMS IT Specialists

A Service Level Agreement (SLA) was awarded to two Liberian private sector professional service firms to provide second tier technical support to the MACs provided with USAID-GEMS supported ICT platforms. The SLA offers MACs with access to more advanced technical support when required, while beginning to reduce any unnecessary dependency on USAID-GEMS to provide such advanced technical support. The support arrangement situates MOPT at the center and provides them with a collective and entity-based view of demand and supply of technical services, to enable them to begin to take on the responsibilities of their ICT central management

mandate. The arrangement will be reviewed quarterly by all parties, and adjusted where improvements where necessary.

Improvements to GOL ICT Infrastructure Platform

USAID-GEMS has provided ICT platforms and components to 15 MACs since FY13, ensuring that they have the necessary technical environment to safely and securely perform effective administrative support functions, including Financial Management, Procurement, Human Resources, Assets and Fleet Management, and M&E. In some cases, such as LIPA, this included support to the operational functions of the institution.

In FY15 the ICT platforms were augmented at LIPA with the deployment of ICT infrastructure and tools. These were provided to support their operational requirements through the provision of a computer lab; laptops and software for the trainers and consultants; workstations and infrastructure for the library; projectors,



Computer donation to PPCC

printers, and storage cabinets; and an extension of the Local Area Network to integrate these components with their ICT platform. The deployment of this infrastructure into LIPA was initially held back at their request until the Ebola crisis had resolved and classes recommenced. They were delivered and installed in FY15 Q3.

USAID-GEMS deployed battery banks at MOA and MOPT to ensure business continuity and operations for the core ICT platform during power outages. These battery banks sustain operations not only through short fluctuations in power-supply, such as during generator switch-overs, but for multi-hour periods when power is severely disrupted. In FY15 Q3, USAID provided IBI a grant-in-kind of 71 laptops from those used in the Ebola response. These were distributed to 11 USAID-GEMS MACs. The distribution of ICT infrastructure resources to the MACs is illustrated below.

Table 8: USAID-GEMS support to ICT platforms

Infrastructure	GSA	CSA	NIC	LIPA	GC	NBC	PPCC	MOPT	FDA	MOA	MOHSW	MYS	EPA	MOE	MFD
CORE															
Server	1	1	1	1	1	1	1	1	1	1*	1*	1	1	1	
Server Operating Sys	1	1	1	1	1	1	1	1	1			1	1		
Desktop Computer	8	3	6	6	7	9	6			7		2			
Laptop Computer	7	6	1	40		2	6	10	19	2	3	10	7		28
Chrome Book Computer				12											
UTM / Firewall	1	1	1	1	1	1	1	2	1	1	1	1	1		

NETWORK															
Managed Switch	1		2	4	1	4	1	2	1	2		1	1		
Patch Panel/ Cabinet	1		1	3	1	3	1	1	1	4		1	1		
Network Drop	10		40	80	10	70	10		10	80		10	10		
Access Point				4		4			3			3			

PERIPHERALS															
Network Printer	1	1	1	3	1	2	1	1	1	1	1	1	1		
Enterprise Printer				2											
3 in 1 printer	1	1	1	5	1	1	1	1	1	1	1	1	1		
Network Scanner				1											
Server UPS	1	1	1	1	1	1	1	1	1			1	1		
Surge Protector	1	1	1	16	1	4	1	1	1	4		1	1		

SPECIAL															
----------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Infrastructure	GSA	CSA	NIC	LIPA	GC	NBC	PPCC	MOPT	FDA	MOA	MOHSW	MYS	EPA	MOE	MFDP
Inverter / Battery Bank				1				1		1					
Electronic Bill Board															1
Projector				4											
Giant Copier				2	1										

SOFTWARE															
Anti-Virus 3 year License	1	1	1	1	1	1	1	1	1	1		1	1		
MS Office				40											
MS Visio				4											
MS Project				4											
Adobe Suite				4											
Service Desk Tool	1	1		1		1	1	1	1	1	1	1	1		1
Orange HR Software	1			1		1	1	1				1	1		

TRAINING															
ITIL Foundation	3	3	3	2	2	1	2	5	4	2	3	1	1	2	4
Cisco CCNA	3	3	2	2	2	1	1	6	3	1	1	1	2		
Microsoft MCP	3	3	2	2	2	1	2	6	3	1	1	1	2		
Cyberoam CCNSP	3	3	2	2	2	1	2	6	3	1	1	1	2		

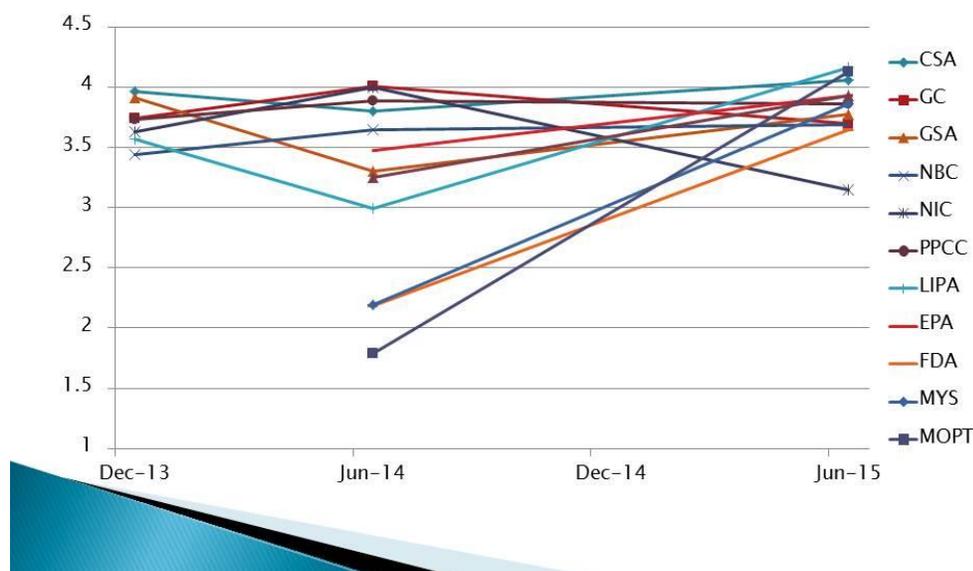
*Pre-existing server upgraded and enhanced

USAID-GEMS regularly assesses the health of the provided ICT platforms in the MACs to evaluate whether they are "IFMIS ready". The evaluation assesses whether adequate IT policies are in place, staff have requisite access to the financial management platform, the network is secured from threats, a disaster recovery system is operational, collaboration systems are in place, the institution has capacity to support the platform, and the necessary governance structures. A score above 3.5 would typically be considered good. The latest assessment shows the MACs to be sustaining and improving the health of their platforms. USAID-GEMS provided NIC with an expanded LAN for their operations; however, they have moved three times in three years and were unable to re-establish the necessary system. An assessment was not done in December 2015, as this was during the EVD emergency.

Chart 7: ICT Platforms Sustained in Good Health

Results & Impact – MAC Level

IFMIS–Readiness Index (proxy for ICT enabled)



ICT Infrastructure Liberian Revenue Authority (LRA)

USAID-GEMS provided ICT infrastructure to the LRA for 11 new and existing decentralized revenue collection windows. The distribution of equipment is provided below. Their ICT team has the skills necessary to support and maintain the equipment.

Table 9: Infrastructure support to LRA Revenue Windows

MAC ¹	BIN	MoCI	MoT	MOHSW	MoL	MoFA	MOPT	LBR	FDA	Duala	Red Light	CNDRA
Desktop Computer	2	4	5	4	1	1	4		4	4	4	
UPS	2	4	5	4	1	1	4		4	4	4	
Dot Matrix Printer	1	2	3	3	2	1	2	1	2	2	2	
Network Printer			2		2							
Enterprise Printer	1						1	1	1	1	1	

¹ BIN (Bureau of Immigration & Naturalization), MoCI (Ministry of Commerce & Industry), MOT (Ministry of Transport), MOHSW (Ministry of Health), MOL (Ministry of Labour), MoFA (Ministry of Foreign Affairs), MOPT (Ministry of Post & Telecommunications), Liberia Business Registry (LBR), FDA (Forestry Development Authority), CNDRA (Center for National Documents, Records & Archives)

MAC ¹	BIN	MoCI	MoT	MOHSW	MoL	MoFA	MOPT	LBR	FDA	Duala	Red Light	CNDRA
Photo Copier												
Microwave Radio												

Support to Other USAID-GEMS Functional Areas

The USAID-GEMS IT hardware and software team provides support to GOL with the design, implementation and support of ICT infrastructure and solutions. Typically this includes providing a safe and secure ICT platform for administrative support functions and providing other USAID-GEMS objective areas with technical assistance on the use of ICT to create efficiencies.

Financial Management

The team provided technical support to ensure the QuickBooks installations in the MACs were continuously available. In FY15, support and solutions were provided where persistent power outages undermined service. MACs moved premises with no provision for a LAN to continue server-based systems and for local interim arrangements to run from stand-alone installations, rather than the preferred network installations.

Human Resources

The “Orange” HR Management System was selected as the interim application to support the HR function within selected MACs, meeting their immediate requirements until the IFMIS HRMIS solution was rolled-out to MACs. The system is free and open source. In FY15, at the request of the USAID-GEMS HR team, the system was deployed to FDA, MYS, MOPT, and PPCC. This brought the total number of MACs using this application to seven.

In support of USAID-GEMS assistance to CSA, a comprehensive IT Functional Assessment was undertaken. The capability of CSA’s ICT equipment and staff to support the core functions of the institution was assessed and recommendations for improvements were provided for their consideration.

Concessions Management

The IT team provided recommendations for the provision of dedicated internet capacity to four concessions-related MACs (NBC, MOA, FDA, and EPA) to ensure each have suitable access to the online Concessions Information Management System (CIMS) to enable them to perform their respective roles. The deployed solutions, which integrate into the USAID-GEMS-supported ICT platform, allows for the concessions competencies within the MACs to comfortably perform their duties without competing with other demands for internet access.

Ebola Crisis Support and Impact

The freeze on gatherings restricted a number of planned activities during FY15. The System and Network Administration training was postponed until FY15 Q3 and the regular Communities of Practice knowledge-sharing events for ICT practitioners were not held.

The planned deployment of extended ICT infrastructure to support the operational requirements of LIPA were withheld until FY15 Q3. However, the ICT platforms at all of the USAID-GEMS-supported MACs continued to operate, despite reduced IT staffing levels. OJT was undertaken on an “as-needed” basis. Efforts to improve the capacity of MOPT to fulfil its central role in monitoring and evaluation were curtailed as gatherings and workshops were discouraged.

Momentum was lost on the adoption of IT Service Desks at most MACs as some staff was considered non-essential. This was particularly challenging for smaller MACs where use of the Service Desks almost completely dropped off.

Power provision to the MACs became less reliable as resources for fuel was restricted. While there is some buffer offered by battery bank backups in some institutions, this impacted IT services, which were dependent on electricity to operate.

Essentially, most activity was reduced to care-and-maintenance mode, with efforts directed towards minimizing any arising risks to the established platforms, systems, and data, while also preparing for re-launch of all activities when the EVD ebbed.

Sustainability

Sustainability is a key consideration in the design and choice of all solutions, including the selection of ICT Infrastructure and software systems. The ICT platforms and components provisioned at the MACs comprise mainstream, well-understood technologies that are familiar to the Liberian technology community. The platforms are based on technology that is dominant in Liberia, while also being proven and highly regarded internationally. This ensures that the clients enjoy the greatest capacity and capability in the country to provide sales, installation, configuration, maintenance, administration, training, and support services. Staff are also encouraged by this to invest into these technologies not only for the immediate gain, but also because it increases their value to the larger market. All systems meet any technical guidelines provided by GOL. Beneficiaries participate in all specification and design choices.

Infrastructure choices comprise good quality international brand names, with investments protected by credible extended warranties, preferably for 3 year periods. Events have occasionally necessitated calling on these warranties, and the suppliers have made good in all cases.

Licensing and recurrent fees have been accommodated. Licenses for the server and workstation platforms are perpetual and fully paid up. Where perpetual licenses are not available, the systems are licensed through the term of the project and beyond. The software applications provided to support administrative functions of HR administration and the IT Service Desk application platform are free and open source, and the application supporting financial management has a perpetual license. Should any recurrent licenses expire in the future and not be renewed, the systems will continue to operate legally and with full functionality, except that security and maintenance updates would be discontinued.

Along with the provision of hardware and software solutions, capacity has been developed in the MACs to ensure that they have the necessary skills and know-how to administer, manage, and support the provided systems. To this end, Systems and Network Administrators from all the MACs have had formal classroom training in the implemented technologies. The MAC IT Units have been introduced to the ITIL Service Management framework, with 68 staff receiving foundational certification, providing them with the methods and tools to provide an improved service to their clients. Technical and operational staff were trained with the introduction of any application or peripheral systems. USAID-GEMS technical staff have been hands-on with the introduction of all new and improved systems, working with vendors and staff to ensure good knowledge transfer. USAID-GEMS provides continuous OJT training to the IT Units to help them apply and embed contextual knowledge

These preparations provide beneficiary MACs with good capacity to self-sustain their own systems. When they are confronted with problems they are not able to solve, additional support has been provided from outside of the organization. USAID-GEMS technical staff has provided remote and on-site

technical support as needed. A Service Level Agreement has been operationalized with two local Liberian ICT professional services companies for them to provide 2nd-tier technical support to the MACs for the provided solutions as USAID-GEMS phases out.

A Community of Practice for GOL ICT Practitioners has been hosted by USAID-GEMS and MOPT, holding regular meetings and encouraging peer-to-peer knowledge sharing and support networking between ICT professionals across MACs.

An external system of oversight and monitoring of MAC-based solutions is important. The CIO Office of the MOPT is tasked with responsibility for monitoring and evaluation of GOL ICT systems, and has agreed to take over the monitoring of the USAID-GEMS-funded ICT initiatives. The CIO office is building its capacity to perform this function, with the CIO personnel having been exposed to the monitoring tools, and encouraged to shadow the USAID-GEMS monitoring activities.

MONITORING AND EVALUATION

USAID-GEMS continued to support the GOL in the strengthening of administrative systems and their ability to measure the performance improvements. The M&E Advisory team focused on building appropriate M&E systems at central MACs that have a monitoring mandate across MACs. The M&E Advisor joined the project early FY15, and spent Quarter 1 and 2 making major revisions to the PMP, reducing the number of indicators from 55 to 33, and developing tools for validating the indicators. The M&E team undertook two indicator verification exercises of all PMP indicators to validate data provided by advisors in FY15.

By the end of September 2015, 74.6% of indicators were met or exceeded. Performance jumps to 82.2% when including indicators whose targets were nearly met. 89.8% of indicators met 50% or more of their targets.

Support to USAID-GEMS Targeted MACs

The USAID-GEMS M&E team supported the Concessions Advisor to develop and refine information requested in the NBC concessions reporting template. The four reporting templates gather key information from concessionaires on a periodic basis and used for consolidating data for monitoring, evaluation and reporting to the Executive and Legislature.

The M&E team assisted the procurement team to advocate for the institutionalization of a structured and periodic system for assessing a MAC's compliance to the Public Procurement and Concessions Act. This was achieved in FY15, with very limited M&E capacity at PPCC, when they were assisted to develop a comprehensive set of elements of the PPC Act which could be monitored. The assessment tool was finalized by the PPCC and USAID-GEMS M&E and procurement teams, approved by the PPCC, and scheduled for piloting in FY16.

At the Governance Commission, the USAID-GEMS M&E Advisor continued to offer support to the two embedded M&E advisors within their M&E Commission area with responsibility for planning and implementing the second governance assessment.

At CSA, the M&E Advisor supported the HR team in the identification of their Strategic Plan outcome indicators. Support commenced with the CSA Policy, Planning, and M&E Department to develop a robust M&E framework anchored on the results measurement needs of the Strategic Plan.

The USAID-GEMS Performance Monitoring Plan (PMP) contains a number of indicators that measure performance of the various GOL administrative functions. The M&E team collected data for the 14

USAID-GEMS-supported MACs in FY15. The usefulness of this data goes beyond USAID-GEMS and will be provided to the relevant CMAs to enable them to further develop their own Performance Monitoring Systems. For applicability across the GOL, the information will be shared with the Governance Commission as the project's strategic institutional partner for sustainability of methodologies and solutions.

OBJECTIVE 2: INSTITUTIONAL CAPACITY OF LIPA ENHANCED

The approach of USAID-GEMS to capacity building included formal training and OJT support to ensure that performance is improved by actually doing the work. As the institution responsible for public sector capacity building through formal training, LIPA is a critical partner for the sustainability of USAID-GEMS activities. The objective in this area is that 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 the key partner institution for USAID-GEMS, in view of the significant emphasis placed on civil service capacity building by the GOL. USAID-GEMS collaborated actively with LIPA to enhance its service delivery capacity in four of its core functions – Training, Research, Consultancy and Library Information Services. The goal of LIPA is to enable GOL personnel to execute public sector functions effectively, contributing to boosting revenues, cutting wasteful expenditures, protecting assets, and preventing and detecting fraud and errors. Through USAID-GEMS support, LIPA is expected to increase capacity and performance in participating non-governmental organizations (NGOs) and private sector entities.

Activities and Accomplishments

The FY15 support to LIPA was focused on implementation of coaching and mentoring for their leadership. With the completion of the LIPA Strategic Sustainability Plan, Business Plan, and Marketing Plan in FY14, LIPA assumed responsibility for the lead role in implementing the key activities and initiatives outlined for the year. These included

- Governance and Leadership,
- Training Program Management,
- Research and Consultancy Program Management,
- Library and Information Service, and
- Administration and Management Support.

This orientation put LIPA in the forefront to lead the implementation agenda with the USAID-GEMS Training Team in an advisory, mentorship, and supportive role. FY15 commenced slowly and never recovered as three major events adversely affected progress toward attaining their annual goals. The first was the EVD epidemic and the declaration of State of Emergency which led to the suspension of training and other activities through FY15 Q3. The second event was the dismissals of the three Deputy Director Generals (DDGs) in March 2015, which affected operations and created management uncertainty. The re-instatement of the DDGs in May 2015 and the subsequent advertisement of their positions further deepened the management crisis and uncertainty.

The suspension of training and related activities in August 2014 provided an opportunity for LIPA to focus on internal processes and pre-training activities. The USAID-GEMS Training Advisor supported

the Training Division and Senior Management to engage in internal discussions and the review of pre-training activities, as well as to review and develop academic policy. TOTs were conducted for trainers, researchers, consultants, and other professional staff during the period when they were not engaged in their normal classroom and office duties.

The LIPA Advisory team was supported by an STTA, Curriculum Development Specialist (CDS), who was engaged from January to March 2015 to work with the Training Division.

A second STTA visit was undertaken in FY15 Q3 to support Training and Business Development. The Consultant supported the staff of the LIPA Training Division to review and design the requirements for an upcoming Diploma training program in Monitoring and Evaluation. The Consultant also provided intensive support to the Research and Consultancy Unit to pursue three business prospects at the LRA.

Governance

The USAID-GEMS approach in FY15 recognized the importance of institutional leadership and governance in building a self-sustaining, viable institute that can effectively deliver on its mandate. Assistance was provided to establish and strengthen fundamental internal governance structures to improve academic and management efficiency. The Academic Board, Executive Management Committee, and Academic and Management Sub-committees have begun to operate and are learning how to perform their roles effectively. The USAID-GEMS Advisor continues to support the LIPA leadership through mentoring and coaching to ensure that these structures are making effective contributions to the institutional governance process.

Management made several representations to the Government for the appointment of a Board of Directors (BOD). The President of Liberia announced the appointment of the LIPA Board on September 15, 2015. The seven-member BOD held its first meeting on October 1, 2015. This is a significant milestone for LIPA since this is the first Board in 20 years. The governance structures are now in place. It is expected that the BOD will provide policy guidance and direction, and ensure management accountability.

Coaching and Mentoring

The USAID-GEMS strategy emphasized institutional mentoring and coaching targeting the Director General and the Deputy Director Generals in leadership, governance, managing a Management Development Institute, and implementing the newly developed strategic plan. The Training Advisor worked closely with the leadership collectively and individually to execute the institutional agenda. The Training Advisor:

- Provided support and advice to LIPA to review and restructure its internal processes and systems to improve management systems;
- Coached and advised the leadership regarding academic and managerial reporting requirements;
- Facilitated brainstorming sessions with LIPA's Change Management Committee and Senior Management to prioritize the FY15 planned activities with appropriate time schedules and responsible parties; and
- Supported Senior Management to review and revise draft documents to improve policies and procedures.

The coaching, mentoring, and support to LIPA are showing results. There was a noticeable change in attitudes and level of cooperation by senior managers, which was reflected in the attendance and participation in USAID-GEMS-sponsored activities such as TOTs in curriculum development, technical proposal writing, work planning, and review sessions. The staff embraced the new ideas and skills imparted by the Training Advisors and implemented them. The coaching and mentoring have helped promote a shared vision and strategy, and clear road maps for institutional re-branding and sustainability.



Training

The objective of the USAID-GEMS approach in the training area was to build LIPA's capacity by scaling up the scope of LIPA's training programs, improving training design capacity, improving course methodologies, and promoting LIPA ownership. In the FY15 Work Plan, GEMS technical advisors, and subject-matter experts and consultants continued to assist LIPA with developing training modules and course materials. With training and most activities suspended, the Training Advisor supported the Training Division and Senior Management to engage in internal discussions and review pre-training activities, including:

- LIPA Policy on Training and Teaching Load,
- Review and adjustment in Academic Calendar,
- Course planning and teaching load adjustment,
- Curriculum development,
- Syllabus and module preparation, and
- Teaching interests and areas of operation.

Persistence by the Training Advisor resulted in some progress in the review of LIPA Training and Teaching Load Policy, but the policy is still pending approval. Substantial progress was made regarding the Academic Calendar. LIPA can now develop the Academic Calendar in time for Academic Board approval at the beginning of each academic year. The course schedule is also published at least four weeks before training begins for each training cycle.

The Curriculum Development Specialist (CDS) conducted three workshops on curriculum development and learning strategies for internal and external faculty. He assisted LIPA trainers to review course materials, discuss technical inputs, practice adult learning strategies, and learn the sequencing of modules. The CDS also assisted LIPA trainers to develop and adopt a standardized format for curriculum to be used by both internal and external facilitators. Technical inputs into course design and development were also provided in collaborative sessions with USAID-GEMS Advisors in several functional areas, including Procurement and Human Resource Management. He worked closely with the Director of Training to review the training curriculum objectives, training modules and content, training guides and materials, and the use of innovative adult-learning methods and tools in designing the M&E course.

Two formal TOTs and several working sessions were conducted for the Research and Consultancy Division and other professional staff on technical proposal writing and concept notes. The objective was to build the capacity of the Division to acquire the skills and competencies to develop proposals to generate new business, and to deliver research and advisory services efficiently. Applying the skills from the TOT sessions, the staff of the Research and Consultancy Unit have developed a format to guide proposal writing at LIPA. The performance of this Unit has always lagged behind the other areas of LIPA. As a result of the TOT, the Division generated six proposals and two concept notes. In June 2015 the CDS worked with the Division to pursue new business with LRA. The Research and Consultancy Division appears to be on track to continue with the achievements and build a viable Consultancy Unit in the near future.

Ebola Crisis Support and Impact

The two expatriate advisors assigned to LIPA chose not to return due to the EVD. With the epidemic escalating and the modification in approach to LIPA support, USAID-GEMS recruited only one very senior Training Advisor in early FY15 to coach and mentor LIPA leadership.

The EVD crisis significantly impacted the operations at LIPA. All training and other activities were suspended from August 2014 through April 2015. Most staff were considered non-essential and directed to stay home. The Institute operated with skeletal senior staff for three days a week, four hours each day.

Some of the staff, particularly the Director General, were appointed to serve on the Ebola Task Force. The Institute's generator was operated on a very limited basis due to budget restrictions. The work slowdown provided an opportunity for the Training Advisor to support senior management to review internal processes and procedures.

Sustainability

During FY15 important issues impacting LIPA's sustainability were addressed. The objective of USAID-GEMS support was to assist LIPA to become a self-sustaining institution providing quality instruction, training courses, and services to the GOL and the private sector. The support would position the Institute to operate on a higher platform from which it could transform itself into a reputable Management Development Institute in Africa. During FY15, USAID-GEMS supported LIPA to develop documents, policies, manuals/tools, and provided equipment and refurbished facilities. Support includes

- Adult learning TOTs and Teaching Tools;
- Standardized Curriculum Format;
- Financial Management Policies and Procedures Manual;
- Assets Register;
- Computers for teaching staff and the Library;
- Refurbished facilities, including Director General's Office, classrooms and restrooms; and
- IT equipment and systems to support training, research, consultancy and library.

USAID-GEMS support has improved LIPA's sustainability in all areas. LIPA's training programs have been scaled up with the addition of new and revised market driven courses to generate revenues. Adult teaching methodologies have increased the appeal of LIPA training to senior and middle employees in government and private sector. The scale of LIPA's training has greatly increased; for example, the

average annual enrolment between 2010 and 2011, which was 206, almost doubled to 397 between 2012 and 2015.

The Research and Consultancy Division made substantial progress in FY15 by completing six proposals and two concept notes. The increased performance is an indication that the TOT programs for the Consultants and business development strategies to create a self-sustaining Consultancy Unit are working. The expectation is that going into FY16 and beyond, the Consultancy Division will develop a robust agenda to sustain the gains.

Management and Staff made a full commitment to carry out the action plans to achieve the objectives of the Strategic Sustainability Plan, albeit slowly. The Plan which was approved in 2014 provides strategic direction for LIPA's future growth and sustainability for the next five years. LIPA has a shared vision and strategy that have improved policy direction, program outcomes, and institutional sustainability. Actual performance on the Strategic Plan was severely constrained by the Ebola crisis and management uncertainties.

The long-term sustainability of LIPA requires capable leadership that will take ownership and continue with the overall capacity building agenda. Internal governance structures must continue to be strengthened and perform their roles diligently. A strong and capable Board of Directors is needed to provide policy direction and control of the Institute. The President has taken the giant step of appointing the Board. Holding its first meeting barely two weeks after its appointment indicates that the Board is ready to assume its role. USAID-GEMS is ready to assist the Board as needed.

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

In FY15, the EVD, while exposing the extreme weaknesses of Liberia's ICT infrastructure, also demonstrated to the GOL the benefit of the foundational support that was provided by USAID-GEMS, in collaboration with MOPT, during the previous three years. The existence of the National Enterprise Architecture, Inoperability Framework, ICT Handbook, e-Government strategy, and the requirements of the Chief ICT Officer, offers Liberia the ability to quickly take advantage of the opportunities offered by the donor community to expand ICT infrastructure.

The ICT Advisor works closely with the Senior Management of MOPT, providing guidance, advice and support to their priorities in implementing the ICT policy. In FY15, the ICT Advisor's expertise was utilized almost exclusively on support to GOL and USG on matters related to the ICT requirements of the EVD response and long-term solutions. He remained in Monrovia through the entire crisis and was available 24 hours a day, 7 days a week to respond to the requests for information in Liberia and the US.

The ICT Advisor was supported by one STTA, an ICT in Public Sector Improvement Consultant. The consultant provided recommendations on the suitability of the ICT shared service and ICT staff pooling arrangement.

Support to MOPT

The MOPT is responsible for GOL ICT Policy and is the host institution of the planned Chief Information Officer (CIO) Program and e-Liberia Program Management Office. These are key to the central planning, implementation and harmonization of GOL ICT activities across the MACs. USAID-GEMS support to the MOPT assists them to perform their role more effectively. The collaboration with MOPT ensures that the Ministry is central to all activities deploying ICT infrastructure and support to the MACs. In human capacity building efforts, MOPT is encouraged to lead, participate in, and attend all USAID-GEMS activities with client MACs.

ICT Policy

USAID-GEMS provided ongoing support to MOPT in its efforts to implement the National ICT Policy. Policies, strategies and procedures were developed in full collaboration with the Ministry.

E-Government Strategy

USAID-GEMS developed an e-Government Strategy for implementation by MOPT to enable the GOL to use ICTs to improve the performance of public sector organizations and assist the GOL to achieve their objectives. The strategy reinforces that the GOL can use ICT more effectively to provide improved services when all government entities are guided by a clear e-Government strategy that provides a common plan and a common set of methods.

The e-Government strategy aligns with the GOL's objective to deliver services to all Liberians, irrespective of location, economic status, education, or ICT ability. Continuing from the progress made through the National Telecommunication and ICT Policy (2007) in improving citizens' and businesses' access to and interaction with Government services, the new strategy sets out to achieve the policy vision through a citizen-centric approach and placing government services closer to citizens in the most effective and efficient manner. The e-Government strategy, which was developed with significant stakeholder engagement in various iterations, has been accepted and endorsed by MOPT, and shared with the MACs through their IT practitioners. The strategy:

- Crystallizes the policy vision into objectives,
- Presents priority e-Government initiatives and projects,
- Identifies targets and milestones to facilitate performance control, and
- Raises accountability by clearly defining the responsibilities of key stakeholders.

The e-Government strategy provides a basis for the MOHSW to design an improved e-Health strategy.

USAID-GEMS facilitated a workshop with MOPT (CIO and PMO) and MOHSW to present the e-Government strategy and Enterprise Architecture to MOHSW. Interest was expressed by the MOHSW to utilize the Enterprise Architecture in its plans to improve its information systems.

The e-Government Strategy was developed with significant stakeholder engagement in various iterations, has been accepted and endorsed by MOPT, and was socialized with the MACs. Given the delays and uncertainties provoked by the Ebola emergency, the Strategy was re-presented and re-validated in FY15 Q2 at the GOL ICT Sector meeting. The MOPT elected to present the e-Government Strategy to the Cabinet to encourage their buy-in and support. However, with the announcement of the State of Emergency, this was delayed.

ICT Handbook

USAID-GEMS assisted the MOPT/CIO Office with the development of the ICT Handbook. The Handbook provides guidance, for anyone using GOL ICT infrastructure, on what is considered acceptable and unacceptable use. The handbook will become a prerequisite for anyone wishing to use GOL equipment. Extensive stakeholder engagement with GOL MACs has been completed, the handbook was formally adopted by MOPT, and copies were distributed to the MACs.

National Enterprise Architecture

The National Enterprise Architecture was developed and endorsed in FY14, along with the Interoperability Framework. A National Enterprise Architecture (NEA) STTA was fielded to complete the validation of the enterprise architecture while performing a pilot architecture exercise with the LRA. This was paused due to the Ebola emergency and the announcement of the State of Emergency.

Shared Services and Pooling Arrangements

The e-Government Strategy changes the orientation of ICT initiatives away from traditional, silo-based approaches to a whole-of-government approach. To be effective, clarity is required on the distribution of ICT competencies and capabilities across government, and the suitability of institutional and technology arrangements to meet the GOL's developmental objectives.

USAID-GEMS undertook a review to establish the suitability of government providing an improved shared-services model for infrastructure and services, and to identify and recommend any benefits of a "pooling" arrangement for the limited ICT staff and consultants available to implement government ICT initiatives. A Public Sector Improvements Specialist was fielded in FY15 to conduct the review and develop recommendations. The recommendations and road map are strongly contingent on the nature and extent of commitments from GOL and development partners to identify resources for improvements in Liberia's ICT future. This remains unresolved and the finalization of recommendations will be done in FY16 Q1.

ICT Infrastructure—"Mini" Shared Services Center

The specifications for a "mini" shared service center infrastructure platform were developed and implementation is in the final stages of deployment. The platform allows GOL to provision a suite of initial Government-to-Government e-Services, enabling improved health, reduced redundancy, and increased robustness of MAC ICT platforms and administrative support systems, while providing extra capacity for other services as GOL identifies the need.

This 'mini' shared services center infrastructure should ideally be located in the National Data Centre, but given the uncertainties of the status or prospects for such a facility, consideration is being given to temporarily house the equipment at MOPT or another location. Once clarity has been achieved on the suitability of the hosting location, and the sustainability of the platform, the infrastructure will be fully deployed.

ICT Support to Ebola Crisis

USAID-GEMS IT Advisor was requested by MOPT, with the concurrence of USAID, to provide support to the Ebola Response during the emergency and reconstruction phases.

In this role, USAID-GEMS provided on-the-ground assistance and facilitation with the USAID/Nethope Ebola ICT Assessment report, focusing on 3 areas: Infrastructure, Software Systems, and Mobile Money. USAID-GEMS was the lead author of the Software Systems and second author of the Infrastructure

components of the report and disseminated the report findings to GOL and International responder stakeholders.

The GOL ICT sector was assisted to develop a current and authoritative schedule of ICT priorities, considering the demands of the EVD emergency, with which to guide and harmonise improvement initiatives.

USAID-GEMS facilitated requests from the international responder community to the Liberia Telecommunications Authority (LTA) for assistance with data and coordination of the national Ebola response. This included requests to the Mobile Network Operators for national short-codes, reverse billing, and fee-free periods.

USAID's partnership with UNICEF to launch the uReport and mHero systems was advanced. These systems have been shown to be key tools for the Ebola response.

There were serious co-ordination and harmonization difficulties that confronted responders to the emergency, many with limited or no prior exposure to Liberia. USAID-GEMS helped address this by using its local contextual knowledge to facilitate the work of international technology service providers fielded to provide solutions to the Ebola response. USAID-GEMS also participated in the Ebola Task Force ICT Infrastructure team and the Ebola Emergency Telecommunications Cluster (ETC).

USAID-GEMS assisted in the development of protocols to allow the safe utilization of cell phone Call Data Records (CDR) and advised MOPT and LTA on these developments.

USAID-LAB was assisted with stakeholder engagements for the proposed regional ICT Infrastructure Fund and for the design of Ebola reconstruction plans.

The USAID-GEMS ICT Advisor was a key participant, and joint author, in the USAID-Nethope Engineering Assessment for Liberia Broadband improvements, including Policy, Backbone, and Last-Mile analysis. The completed report and accompanying PowerPoint presentation were finalized.

USAID-GEMS participated in a successful stakeholder Roundtable event held to discuss "Improved and Affordable Access to Broadband Services for Liberians," jointly hosted by USAID, MOPT and LTA, and conducted by the Alliance for Affordable Internet. Representatives came from a cross-section of the Government of Liberia and civil society, as well as USAID's Global Development Lab and USAID-Liberia mission. USAID-GEMS assisted with the facilitation of the event, and led a break-out discussion on e-Government. The Consensus Statement Report was finalized and approved by stakeholders.

USAID-GEMS participated in the "Data Harmonization for HIS Interoperability in West Africa" Technical Workshop in Accra, Ghana, hosted by the West African Health Organization and USAID. This event provided learning and collaboration opportunities for Government to implement improved health information systems, and also to guide donor funding in ICTs in Liberia, especially given the EVD emergency. Liberia's e-Government strategy provides a basis for MOHSW to design an improved e-Health strategy.



Stakeholder ICT Roundtable

USAID remained an active participant in GOL plans to design ICT reform and development initiatives in the Ebola reconstruction phase, and has been very active liaising with development partners including USAID & WARCIP project.

Ebola Impact on ICT

The EVD emergency demanded all of the GOL's focus and attention. Priorities and spending were shifted away from prior agendas towards the logistics and management of the disease and its impact. MOPT's plans from mid-2014 to maintain the momentum achieved in ICT reform were put on hold by the change in priorities and rescheduled for later dates. These included the presentation of the e-Government Strategy to Cabinet to gain its support, and the diffusion and adoption of the principles of the ICT Handbook to GOL MACs.

USAID-GEMS support to the ICT reform agenda were modulated to meet this shift of priorities by delaying the fielding of planned USAID-GEMS STTA's, being the e-Government/ICT Communications Expert, required to assist MOPT with the messaging and diffusion of the newly developed e-Government Strategy, and the Web Strategy and Web Developer Experts, required to assist with GOL web-based service-offerings. USAID-GEMS allocation of time and resources was shifted to assist GOL to use ICTS more effectively in their work in the emergency and recovery stages and the ICT Advisor was deployed to assist the National Ebola Task Force with the use of ICTs.

USAID-GEMS ICT Policy execution support was to be informed by important and scheduled studies undertaken through the auspices of World Bank/WARCIP. This included a feasibility study for a national telecommunications backbone, and a study to develop regulations for the Universal Access Fund. These studies were held over until Liberia was declared Ebola-free.

Efforts to improve the capacity of MOPT to fulfil its central role in efforts such as monitoring and evaluation were curtailed as its staffing was affected and gatherings and workshops discouraged.

A pilot exercise to apply the National Enterprise Architecture to a functional area of the LRA was curtailed mid-project when the State of Emergency was announced.

Without detracting from the grave impact of Ebola on Liberia, it is noted that the emergency did create new opportunities for the use and advancement of ICT in Liberia. International attention and substantial goodwill was focussed on Ebola affected countries, with resources mobilised and a wide variety of initiatives developed. These were not only address the emergency and its causes and results, but also to minimise any future reoccurrence and improve the resilience of the country to future shock. The deficit of quality ICT-enabled data and voice services outside of Monrovia was well-noted and acknowledged as an aggravating factor in the surveillance and management of the disease.

Other ICT-related constraints that impacted on the ability of Liberia and the international responder community to anticipate, manage and eliminate the EVD (and future) threat, included the lack of adequate ICT skills in the workforce, the difficulty in harmonising and co-ordinating activities across government silos, the lack of reliable and affordable foundational ICT infrastructure to support initiatives, and the expense and scarcity of internet access where it was required.

The acknowledgement of ICTs important role in emergency prevention and management, together with the recognition of the country's ICT deficiencies, has encouraged a sharper focus on the critical need of developing national ICT capacity. This focus is manifest across a range of initiatives comprising the recovery phase of relief efforts.

Sustainability

The GOL's ICT Policy places MOPT at the heart of its ICT ambitions. MOPT is challenged to meet its obligations given its limited resources and capacity. The centralized competencies as visualized by the ICT Policy and e-Government strategy, being the CIO Program and PMO/e-Liberia office, are at the very core of Government's ambitions to use ICTs to achieve their development objectives. The CIO Program will significantly improve governance, knowledge, planning and stewardship of ICT initiatives across Government, with the PMO/e-Liberia office providing technical capability to execute plans and deliver e-services.

However, these centralized competencies are not staffed or resourced in the budget or elsewhere and pose significant risks for sustainability. Without reforms the fragmented and silo-based approach will become increasingly fragile, inefficient, wasteful, and difficult to reform as the number, extent and complexity of systems grow over time. USAID-GEMS continues to encourage the GOL to resource these competencies and encourages development partners to participate in resourcing these ambitions.

MOPT has begun to demonstrate their commitment to the ownership of all requirements for full implementation of the e-Government strategy and confirmed their willingness to advocate within the Executive and Legislature for increased resources. It will be critical to deepen the technical capacity within the MOPT to all levels to ensure the improvements are sustained when resources are available.

OBJECTIVE 4: MANAGEMENT OF NATURAL RESOURCE CONCESSIONS

The USAID-GEMS objective 4 is for the management of natural resource concessions to be 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.

The concessions advisory area focused on support to the NBC, an entity created in 2011 to actively monitor and support the process of granting and managing Liberia's natural resource concessions, through the implementation of a prototype for the Concessions Information Management System. This objective also provided assistance to the National Investment Commission (NIC) in its role as chair of the Inter-ministerial Concessions Committee (IMCC). Support was provided to three concession related entities: MOA, FDA, and EPA, through the development of the Concessions Information Management System (CIMS).

The work in concessions in FY2015 was supported by two STTAs: a Cadastre Business Process Analyst and a Data Programmer. The Cadastre Business Process Analyst assisted in the analysis of work flows for the EPA to ensure their inclusion as users of the CIMS and supported PYPs in their training on the system. The Data Programmer converted four concessions reporting templates into fillable PDF format. The concessions software contractor, Spatial Dimension of South Africa, deployed three consultants to the project for varying time periods during FY15 Q3 and Q4. The work of these professionals was crucial to the implementation of the CIMS. They assisted



At the CIMS Launch Event, DCOP, NBC Executive Director, Concessions Advisor, and COP.

with training personnel in the MACs to use the CIMS software and supervised database development and data entry.

The successful launch of the CIMS brought to an end this objective of the USAID-GEMS project. The Concessions Advisor completed his assigned project activities and left the country. The PYPs assigned to the CIMS were posted to the relevant MAC and structures were put in place for sustainability of the system. During FY16, an STTA will be provided to enhance implementation and sustainability, particularly to the NBC, that provides system administration services.

Activities and Accomplishments

National Bureau of Concessions

Support of USAID-GEMS to the NBC included 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 mining 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 of the concessions reporting template for mining. NBC has assigned him to head its mining unit.

The finance and economic specialist conducted reviews of various proposed concessions and other business proposals requiring review by NBC. He also filled a number of special assignments as directed by the Head of NBC. In FY5 Q3 he left the project and this position with NBC was not continued.

In FY 2015, USAID-GEMS supported NBC in their continued development of concessions reporting templates. Due to EVD, work on the templates was delayed until December 2014. During FY15 Q2, the Concessions Advisor worked with a team from NBC to further refine and develop the concessions reporting templates. The determination was made to automate the templates into a fillable PDF format for ease of use by the NBC and concessionaires. Four templates – one each for mining, forestry, oil palm and rubber – were converted to the fillable PDF format. These were reviewed by the NBC and concessionaires, approved, and officially launched on 17 September 2015.

Concessions Information Management System (CIMS)

In FY15, work continued toward the implementation of a prototype CIMS. In FY13 and 14, the roadmap was developed, the specifications designed, the MAC work flow requirements reviewed and designed, the data was gathered, the initial pilot was tested, and the contract was issued to Spatial Dimension of South Africa, producers of the FlexiCadastre software that is the core of the CIMS. Due to the EVD, the contractor's arrival in Liberia was delayed until FY15 Q3. During FY15 Q1 and Q2, supported by the Concessions Advisor and STTA Business Process Analyst Consultant, PYPs were utilized to analyze all concessions contracts, extract relevant data required for CIMS, and begin to scan documents for eventual upload. This information covered over 50 years of concessions history in Liberia.



In FY15 Q3 and Q4, the Spatial Dimension team, in conjunction with the PYPs and staff from the NBC, FDA, MOA, and EPA, focused on data entry into the system, defining and testing applications and training users. The system was turned over to the NBC and the Executive Director has taken full responsibility for its use and success going forward. The CIMS was launched in a public event on September 17, 2015.

In FY 2016, USAID-GEMS will provide an STTA to work with system users to ensure CIMS is integrated into daily operations and used by the participating entities to better manage concessions.

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 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 are (1) national payment systems with the Central Bank of Liberia (CBL) and MFDP Department of Revenue (subsequently Liberia Revenue Authority), and (2) mobile money for salary payments to civil servants. Both lines of work have targeted efforts on initiatives that facilitate improved speed, accuracy, and payment processes using technology.



Equipment for Decentralized Revenue Windows presented to Commissioner General, second from right.

Activities for this objective related to the CBL were completed, as scheduled, in FY14 and support has ended. Support continued through the first quarter of FY15 to encourage the full implementation of the use of mobile technology to pay civil servants in rural areas.

National Payment Systems

Department of Revenue/Liberia Revenue Authority

In FY15, USAID-GEMS collaborated with LRA to provide furniture and equipment for 11 new or existing decentralized revenue windows to increase collections in key locations and reduce the need for taxpayers to physically go to the MFDP. Two of the new windows are located in heavily populated market areas that include a large number of small and medium sized businesses. This assistance brought to 15 the number of windows supported.

Furniture and equipment provided included the items below and accessories for installation:

Items	Quantity
Desk Top Computers	33
Printers	31
UPS	33
Desks	24
Chair	113
File Cabinets	30

Items	Quantity
Air Conditioner	4
Photocopier	3
Fan	12
Generator	2
Microwave Radio	6

Rapid Assessment Survey

The USAID-GEMS M&E team undertook a rapid impact assessment in collaboration with the LRA of all their existing decentralized windows. The results revealed the following:

- Taxpayers who make payments at the decentralized windows make primarily small size payments.
- The amount of tax collected from two of the USAID-GEMS-supported decentralized windows, Temple of Justice (TOJ) and Ministry of Lands, Mines & Energy (MLME), was about US\$390,000 in FY14/15.
- The key impact of decentralized windows has been to decongest the MFDP and to reduce the time taken by these tax payers making small payments.
- The time taken to pay a tax in the decentralized windows, as compared to at the MFDP's central office, according to the survey respondents, has reduced by approximately half. At the TOJ there was a 59% reduction, and at the MLME there was a 40% reduction.

Chart 8: Type of Tax Paid at Temple of Justice

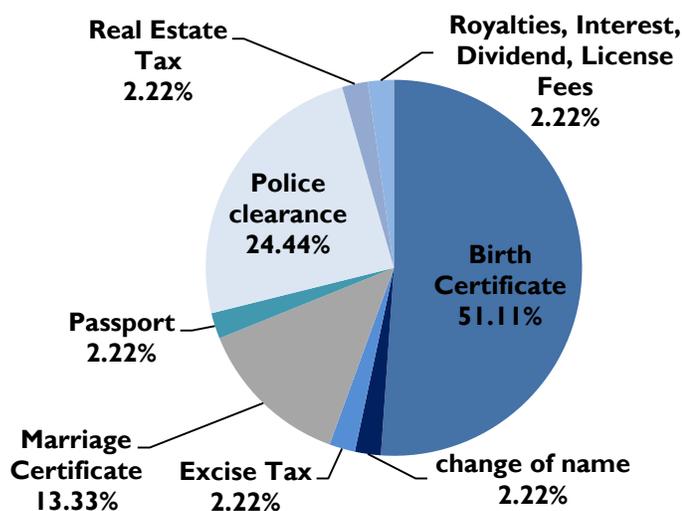
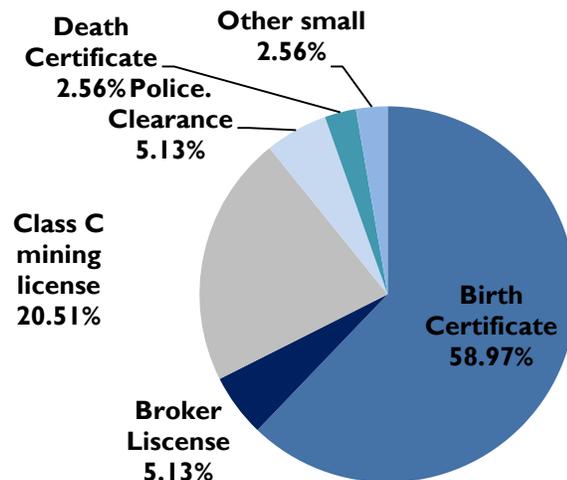


Chart 9: Type of Tax Paid at LME



Charts 8 and 9 above show the types of taxes collected at two decentralized windows. It is interesting to note that birth certificates are the largest tax type at both locations, with the sector tax as the second largest.

Large taxes continue to be paid at MFDP. This was reported as primarily due to taxpayers being unaware that they can pay their large taxes at the decentralized windows. LRA will need to reach out to the large tax payers with the relevant message. It was observed that the large tax payers who were aware that they could pay their large taxes elsewhere did not do so because they wanted to maintain close contact with the Large Tax Payers' Division in case they run into penalties related problems caused by SIGTAS delays or down time.

Taxpayer general satisfaction was relatively low at the MLME window and attributed to the process of paying the Class C Mining Licenses. Nearly all respondents paying this license reported that the window was not meeting all their tax payment needs. They noted that mining royalties, which are paid during ore export, can only be paid at a window connected to ASYCUDA, and the MLME window is not. These royalties can only be paid at the MFDP or at national port, therefore, they cannot pay all mining related taxes at the window.

While the windows have been found to have positive impacts, many continue to experience various types of challenges that were stopping them from being fully utilized. The challenges observed by the assessment data collectors, and cited by taxpayers and tellers, were generally the same for pre-existing windows. The top challenges were IT Systems breakdown or slowness of service. Other challenges include lack of modern computers, printers, and photocopiers; limited space for tellers and tax payers sitting areas; lack of appropriate



furniture; poor sanitation; and lack of safe storage for documents and money. At one window, one teller reported carrying home US\$20,000 for two nights because of lack of safe storage facilities. Yet another reported taking home US\$5000-US\$6000 for 3 to 5 nights on four occasions.

USAID-GEMS provided furniture and equipment, which will resolve many of these challenges. MOUs between the LRA, commercial banks or the Central Bank of Liberia will resolve the challenge of safety of funds.

Mobile Money

The success of the USAID-GEMS building the foundation for mobile money and proof concept pilots resulted in the Cabinet approval of salary payments for rural teachers via mobile money in FY15 Q4. It was based on success in this area and that of opportunities identified in utilizing technology for payments, that USAID created a new project for e-payments.

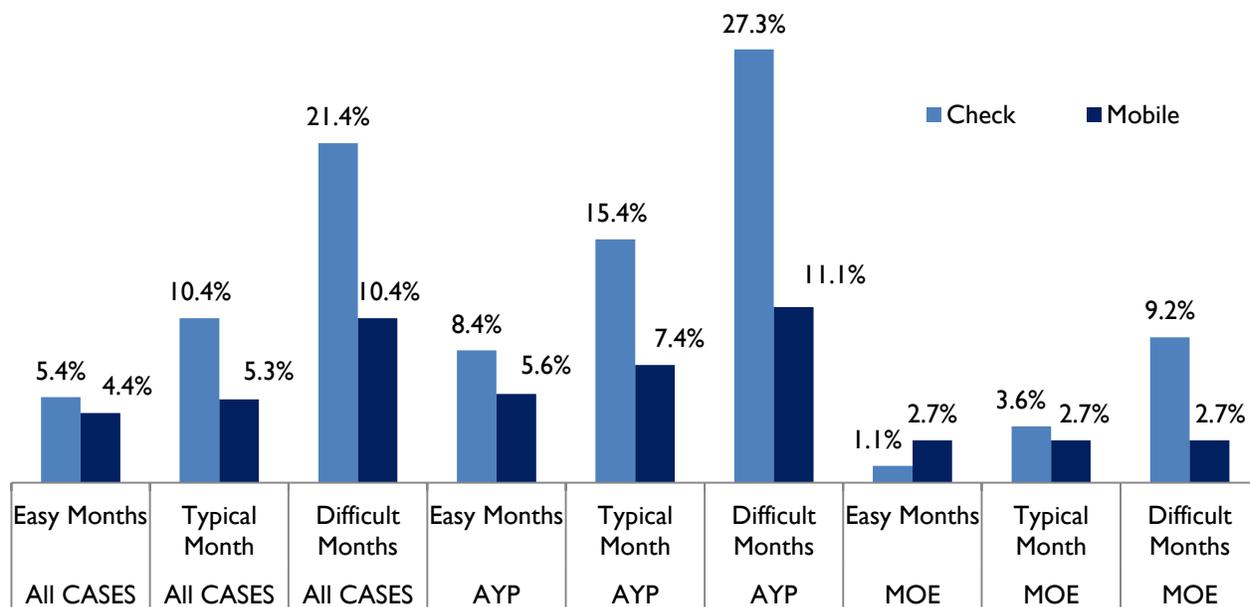
Rapid Assessment Survey

The proof of concept for the benefits to the GOL and employees, were demonstrated in five mobile money pilots during FY13 and 14. It was based on these results that the Cabinet approved its use for rural teachers' salary payments.

In FY15, a Rapid Assessment Survey of teachers paid through mobile money revealed that the savings to recipients, between the cost of check payments and mobile money, was 5% of their salary. Information from respondents established that the typical cost of accessing their pay through check was 10.4% of salary, compared to 5.3% when salary was channeled through mobile money. These savings are the result of paying significantly lower transport, no accommodation, and no illegal money changer fees.

In the worst case, respondents used as much as 21.4% of their salary to obtain and cash salary checks and spent as low as 4.4% for the best of mobile money payment experience. The costs to obtain and cash checks relate to transport, accommodation, and charges for money changes who cash the check.

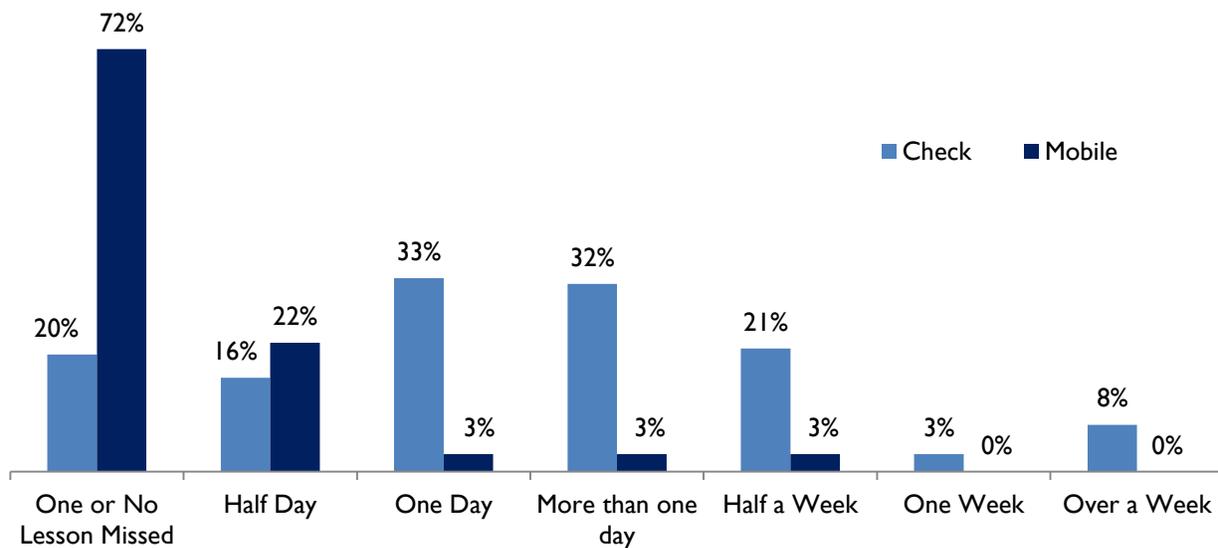
Chart 10: Median Percentage of Salary Used to Collect Salary by Selected Liberian Government Teachers in 2014/2015 (transport, merchant fees, accommodation, etc.)



There are intangible costs associated with the time teachers are away from their classes, which were reported as several hours to several weeks. The rapid assessment established that salary received through mobile money drastically reduced the number of pupils' lessons lost. Under the check salary payment system, 80% of respondents missed more than one lesson compared to only 18% under mobile salary payment. Of this group of mobile money recipients missing lessons, the majority at 78%, only spent half a day out of class. On the contrary, among the 80% of respondents receiving check payments, 75% spent a day or more out of class. Among these, 10% were away for more than one week.

When using mobile money, no respondent was away from class for a week or more.

Chart 11: Percentage of Selected Teachers Missing Teaching Lessons When Cashing Their Salaries 2014/2015



III. ACHIEVEMENTS IN CROSS-CUTTING THEMES AND SPECIAL PROJECTS

ECONOMIC ADVISORY SUPPORT TO MFDP

USAID-GEMS provides a Senior Economic Advisor to the Minister of Finance and Development Planning. This advisor supports capacity building for the staff of the Macro-Fiscal Analysis Unit. In FY15, 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 economists. A comprehensive list of the Advisor's accomplishments as they relate to each of the three primary areas follows.

Reports on the Economy

In FY 2015, the Senior Economic Advisor guided the creation of the 2014 Annual Economic Review (AER). The development of the AER was initiated by the Senior Economic Advisor in FY12 and it has been institutionalized within the MFDP as a statutory document. It is a comprehensive analysis of global, regional, and domestic economic outlook and of the performance of the economy. The AER mainly focused on:

1. The **real sector**— agriculture and fisheries, forestry, mining and commerce, and industry;
2. The **social services sector**—the activities of institutions providing basic social services such as health and sanitation, education, electricity generation and distribution, water and sewage, transportation and the government's priority projects;
3. The **fiscal sector**—the central government operations;
4. The **monetary sector**—the changes in interest and inflation rates as well as other monetary developments; and
5. The **external sector**—the country's trade performance and changes in the balance of payments.

The Senior Economic Advisor edited the Quarterly Fiscal Outturn Reports 2014/2015 which provides an analysis of the budget performance in terms of revenue mobilization and expenditure spending. He edited the Quarterly Public Debt Management Reports 2014/2015, which present an analysis of the Government borrowings (from domestic and external sources) and debt servicing, and provides a loan-by-loan analysis of the stock of debt outstanding (including disbursements and debt service payments for the period under review). Additionally, Liberia's MDG 2014 Report was reviewed and edited. This report gives an evaluation of progress made and challenges faced by Liberia towards achieving the MDGs.

Technical Backup to Economic Management Team (EMT)

The Economic Management Team (EMT) is responsible for deliberating and guiding Liberia's policy agenda, as well as ensuring that the National Development Plans - the Agenda for Transformation - are implemented. The membership comprises Ministries of Finance, Commerce, Agriculture, Minerals and Mines, Public Works, and the Ministry of State. The Chair of the technical EMT is the Minister of Finance. To guide the EMT, several reports are often prepared by the MFDP. In FY15, the Senior Economic Advisor:

- Participated in the preparation of the Report on 'The potential impact of Ebola epidemic on the economy' in terms of economic growth, domestic revenue mobilization, social welfare, inflation, and food prices.
- Participated in the preparation of the Post- Ebola 'Economic Stabilization and Recovery Plan (ESRP) for Liberia'. The plan sets out appropriate policies and strategies to stabilize and stimulate the economy in response to the EVD shock and not to replace but to be consistent with what is contained in the Agenda for Transformation. The ESRP is intended to highlight key areas of investments that have the greatest potential of bringing about economic stabilization and recovery in the shortest time possible while creating jobs and other economic opportunities for Liberians.
- Reviewed and prepared an executive summary for 'The post-2015 Sustainable Development Agenda: Addis Ababa Action Plan'. The post-2015 agenda is a universal agenda to be driven by five big transformative shifts:
 - 1) From 'reducing' to 'ending' extreme poverty, in all its forms: inclusive (human rights, basic economic opportunities);
 - 2) Put sustainable development at the core: integrate the social, economic, and environmental dimensions of sustainability;
 - 3) Transform economies for jobs and inclusive growth;
 - 4) Build peace and effective, open and accountable institutions for all; and
 - 5) Forge a new global partnership: towards a new spirit of solidarity, cooperation, and mutual accountability.

The Senior Economic Advisor also prepared several policy briefs and technical notes on topical issues.

Mentoring and Coaching of Economists

One of the primary functions of the Senior Economic Advisor is to mentor and coach the economists in the MFDP to undertake policy-relevant research work and analytical report writing on topical issues on the economy. This promotes evidence-based policy formulation processes and decision making at the Ministry. In FY15, the Senior Economic Advisor:

- Conducted a retooling workshop on 'Research Proposal Writing and Research Techniques' for the economists in the MFDP Department of Economic Management.
- Developed 'Guidelines to Research Proposal Writing and Research Techniques' as reference materials for the economists at the Ministry.
- Participated as a resource person in the bi-weekly policy research seminars, during which the Ministry economists in the Department of Economic Management presented their policy research proposals, work-in-progress and final research reports.
- Prepared and presented background papers on topical themes at the Research Seminar Series. Background papers are meant to provide the economists with potential research topics and



Research Seminar Series with MFDP Economists

questions that need further investigation. Papers presented included; 'Investing in post-conflict economies: Why targeting the diaspora investors matters', and 'Tourism: A sleeping giant in Liberia?'

Sustainability

The ability to sustain the momentum for the reports on the economy and continuous independent policy research has been enhanced by the creation of:

- 'Guidelines for Research Proposal Writing and Research Techniques' as reference material for the economists;
- The Research Seminar Series, which is a standard practice for the MFDPA and provides a forum for economists to present and discuss their concept notes/research proposals, works-in-progress, and final report;
- Research as a part of the work of an economist; and
- Champions within the MFDPA that advocate for evidence-based policy advisory support.

THE PRESIDENT'S YOUNG PROFESSIONALS PROGRAM

Support from USAID-GEMS to the President's Young Professionals Program (PYPP) continued with 21 PYPs during FY15. 18 of the PYPs were assigned to MFDPA/Department of the Budget & Development Planning, while the other three were posted to the USAID-GEMS office for training in software for the Concessions Information Management System.

As the Ministry of Finance transitioned to the Ministry of Finance and Development Planning (MFDPA), 11 Class IV PYPs at the DBDP were encouraged to apply for available positions during the process and assured that it would be transparent and merit-based. 10 PYPs underwent a month-long training program in Access, QuickBooks, Software Installation, etc. by the USAID-GEMS IT and FM Teams during the EVD, as there were minimal work activities. The training was in response to PYPs' request during the FY15 Annual Work Planning Session for capacity building in technical areas.

The PYPP reported a number of successes during the period:

- Class IV PYPs graduated in FY15 Q3 and were absorbed by the Department of Budget & Development Planning as Budget Analysts with assigned MACs. One PYP, Johnson Williams, was appointed Assistant Director for Budget Development & Dissemination.
- 9 of the 11 Class IV PYPs, sponsored by USAID-GEMS, have been absorbed by the Department of Budget & Development Planning/MFDPA. Two PYPs are on study leave in the USA and China.

- From Class V PYPs, Paul Jerbo was employed by the MFDP as an Economist in the office of the Assistant Minister for Economic & Financial Policy as early as November 2014, one year before graduation from the program. Additionally, Patience Y. Karley and Calvin G. Farngalo were appointed at the MFDP as Budget Analysts for Development & Dissemination and Forecasting, respectively.
- In FY15 Q2, two Class V PYPs - Vamuyan A. Sesay and Prince Saye Doelar were employed by the Ministry of MFDP as Planning Economist and Planning Analyst for Project Development, respectively.



- The other two continue their assignment to the DBDP/MFDP.
- The three Class V Concession PYPs began analyzing Concession Agreements for conditions of the CIMS Prototype and importing the data into the FlexiCadastre. They have continued hands-on training and supervision with the Consultant on the CIMS Prototype implementation and at the end of FY15 were relocated to their assigned entities of NBC, FDA and MOA/EPA.
- PYPs at the MFDP have been actively involved with the budget preparation and analysis, conducting trainings and workshops across the country on the Open Budget Initiative (OBI), consolidating the Education Sector Budget, and giving advice to MACs on various projects highlighted by the GOL. PYPs have conducted trainings for the Ministry of State for Presidential Affairs, National Investment Commission, Ministry of Labor, Ministry of Public Works, the Land Commission, and National Council for Chiefs and Elders on the National Project System (NPS).

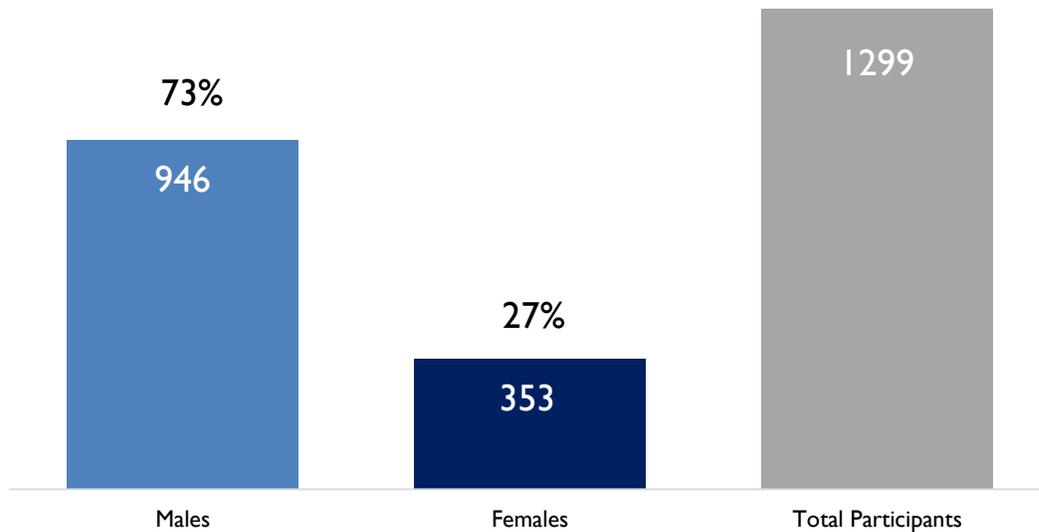
The objective of providing PYPs to the DBDP was to enhance their ability to effectively develop and disseminate the MTEF budget; this has been fully achieved.

TRAINING

USAID-GEMS conducted training activities with the objective of enhancing the practical knowledge of participants in their work requirements. All training was tracked on the USAID official training database, TraiNet.

In FY2015, there were 1299 participants trained, of which 946 were men and 353 were women. Women represented 27.2% of the total number.

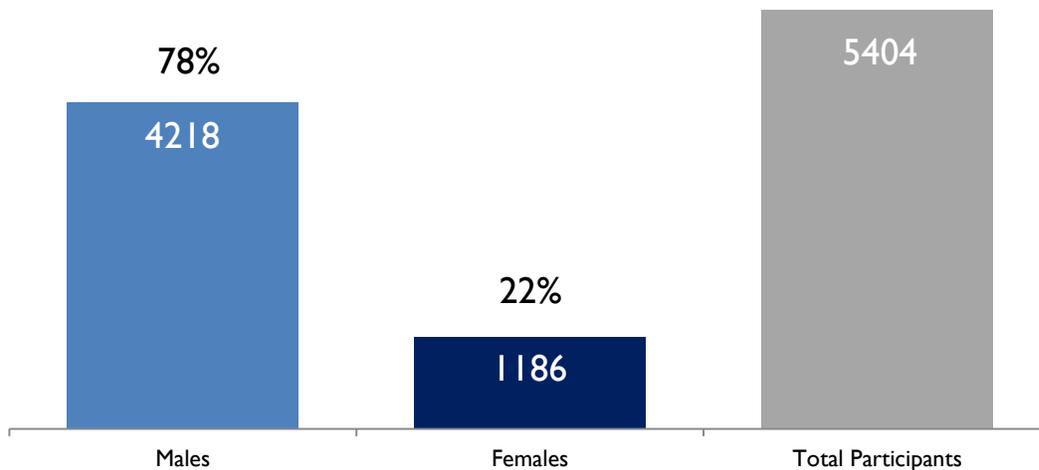
Chart 12: Training Statistics by Gender for FY2015



The lowest female participation during FY2015 was under AM at 0.3%, which in absolute terms was 1 female out of 353 participants. The highest female participation during FY15 was under HR at 43.1%, which is 152 females out of 353 participants. It must be noted that two of the seventeen participants in the IT Systems Administration training were female and they performed very well in the training and examinations.

Over the project to date (FY12–FY15), 5,404 participants were trained by USAID-GEMS. Of the 5,404 participants trained, 4,218 were men and 1,186 were women. Women represented 22% of the total number.

Chart 13: Training Statistics by Gender for FY2012–FY2015



USAID-GEMS continued its focus on increasing female participation, mainly through encouraging MACs 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. The 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.

USAID-GEMS Advisors are encouraged to identify female champions and their participation in training, particularly in the ICT Sector and Assets Management in which women are typically underrepresented. The USAID-GEMS-sponsored PYP Class IV and Class V has a total of 21 PYPs with a gender breakdown of 8 females (38%) and 13 males (62%). Of the 8 female PYPs, 2 of them contribute to strengthening the capacity of concessions management technology and 6 of them have been placed within the MFDP/DBDP.

In FY15, the TraiNet database, which tracks the overall number of participants in USAID-GEMS workshops and trainings, recorded that 27.2% of the 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 the period, 5 females joined the team: Lenda Ross-Thompson (CPA) as Finance & Administration Manager, Siatta Scott-Johnson as Communications & Outreach Specialist, Doris Idahor as Human Resource Advisor, Mafar Bright as Human Resource Specialist, and Sianeh Miller as Internal Human Resource Supervisor.

IV. CHALLENGES, ISSUES, CONSTRAINTS AND MITIGATING ACTIONS

FINANCIAL MANAGEMENT

Challenge: Most MACs with Internally Generated Revenues (IGR) and donor funds do not process these transactions in a financial management system. This results in transactions that are not properly accounted for and not properly reported in the comprehensive financial report.

Mitigating Actions: The USAID-GEMS FM Team worked with the CAG's Office to develop financial reporting templates for utilization by MACs to capture all financial information, which should be reported to the CAG and enable them to develop comprehensive financial reports for the Government of Liberia. This system continues to be based primarily on the willingness of the institutional Comptroller to report on IGR and donor funds being an integral part of the financial management system.

The IFMIS system is currently being used by most of the MACs for accounting and reporting. All functionalities are not available to the MACs to capture their IGRs and self-accounting transactions. It is our understanding from the Public Financial Management Reform Coordination Unit (PFMRCU) and the CAG's Office that plans are underway to roll-out these additional functionalities, which will assist in alleviating the constraints being experienced by the MACs. This initiative is expected to be taken during the next fiscal year.

HUMAN RESOURCES

Challenge: A major challenge for the achievement of project objectives is the limitation of CSA's capacity to address multiple issues at a time. The HR Team significantly expanded interventions in FY15, requiring multi-pronged attention to various HR and institutional processes from the CSA. However, only a core team of Directors served in multiple roles: they participated as members of IRC spearheading CSA's internal reforms; they served as Technical Working Group members responsible for the strategy development; and participated on Performance Management Rollout Teams, going out to MACs to roll out the PMS; and they worked on the Job Description Review and Validation team, going out to MACs to validate job descriptions. These activities, in addition to their regular jobs and commitments to World Bank-funded CSA projects, put enormous strain on the few Directors, and delayed the progress of some initiatives.

Mitigating Action: The HR Team, working with the CSA, has begun to utilize some middle level staff to handle some of the tasks; however, the competency assessment revealed that most of the staff at CSA are not HR professionals and the concepts being implemented remain a challenge for them.

Challenge: The Institutional Performance Assessment and Implementation plan, as well as the 3-year Strategic Plan and Implementation plan, were comprehensive processes that received considerable attention and response from CSA staff. However, ownership of the implementation processes and continued commitment to deliverables for CSA leadership and staff is critical. Presently, there exist some gaps with consistency of commitment to implement and monitor the progress of the initiatives. In addition, there are limited resources, as well as staff capacity to respond to institutional priorities. Compliance with reporting requirements for monitoring is also a challenge.

Mitigating Action: The USAID-GEMS HR Team have communicated these challenges to the CSA leadership, including the need to strengthen staff capacity and motivation. Currently, a Training Needs Assessment is ongoing, and the Institutional Development Consultant is assisting the CSA to develop a Capacity Building Plan.

Challenge: The PMS's have been rolled out across MACs with mixed responses. Typically, supervisors consider HR processes as an encumbrance to their regular tasks and often resist participation. It is incumbent on institutional leadership to spearhead the process and ensure that employees see it as an organizational venture and not just a HR initiative. This leadership buy-in has not been evident in a majority of the MACs. As a result, the progress of the PMS in MACs is much slower than anticipated.

Mitigating Action: The HR Team have consistently engaged MAC leadership on the importance of the PMS to gain their support. The team also supported the CSA to organize a forum for DMAs and DDGAs to enhance their knowledge of the processes and increase buy-in. Challenges in this direction, however, persist.

Challenge: For employee records, there are persistent challenges with obtaining vital documents from staff, especially educational certificates. Some attribute this to the loss of documents during the war. In addition, organizational documents, such as employment letters and Personnel Action Notices (PANs), are missing from some files.

Mitigating Action: The HR Team is making efforts to assist MAC HR personnel in devising new means to obtain the document or utilize appropriate waivers.

ASSET MANAGEMENT

Challenge: Most MACs do not consult with their Asset Management teams when developing budgets and either omit or provide minimal amounts for maintenance. This constantly creates challenges when vehicles, equipment, and buildings require regular or major maintenance. When maintenance budgets have been included they are often reallocated to other purposes over the course of the year, leaving vehicles and equipment to go from bad to worse until they completely break down.

Mitigating Action: The AM team takes every opportunity to encourage MAC leadership to retain a dedicated budget for maintenance. Some progress is being made, albeit slowly.

Challenge: The absence of an asset management software is a major obstacle to achieving efficient and accurate asset management. It is similarly an obstacle to integrate information for monitoring, evaluation, and reporting.

Mitigating Action: The USAID-GEMS AM team have created various spreadsheets for used as a database. This is a very time consuming and prone to mistakes as information can be easily changed. It also creates severe limitations in terms of producing much needed management reports and transferring data to the MFDP for use in conjunction with their Asset Ledger. USAID-GEMS provided an analysis of the requirements, available software and a recommendation report. The GOL is actively seeking funding for the software.

PROCUREMENT MANAGEMENT

Challenge: USAID-GEMS prepared the foundation for the implementation of the concepts of non-consulting services procurement and framework contracting. The former will better guide and formalize contracting for services such as maintenance, catering, travels/transport hire, and provision of security services. These are currently inappropriately processed as goods or at times consulting services. The

latter will enable MACs to sign up to yearly competitively processed contracts against which they will draw down their requirements as and when needed without resorting to collecting pro-forma invoices and processing ad-hoc contracts. This will also mitigate the negative impact on procurement management by the delays in the release of funds. These key drivers of procurement have been accepted by the PPCC in the final year of the project. While TOT sessions on these concepts have been held with the PPCC, staff are yet to fully understand them adequately to build the capacity of the I13 or so other MACs.

The Compliance Monitoring methodology and tools have been finalized. These are to be piloted in a few high spending MACs to advise the PPCC on performance of these MACs in complying with the provisions of the PPCA.

Mitigating Action: In both cases, time is a constraint. The USAID-GEMS Procurement and M&E teams will work more closely with the Compliance staff at the PPCC for them to firstly fully grasp the concepts and roll these out to the MACs, and secondly to pilot the compliance monitoring tools and generate the required reports.

LIPA

Challenge: The EVD and State of Emergency declaration severely hampered progress towards the attainment of goals. For eight months (August 2014 – April 2015) training and major activities were suspended at LIPA. Only limited staff worked during the period for three days a week for about four hours a day.

Mitigating Actions: The Training Advisor and an STTA worked with LIPA management and instructors to review policies and procedures, and engage in pre-training activities to prepare for re-opening the Institute. Progress was limited partly due to the difficult working environment.

Challenge: The three deputy director generals of LIPA were dismissed by the President of Liberia at the end of March 2015. The vacuum thereby created in senior management affected operations and also led to management uncertainty at LIPA. Their re-instatement in May 2015 deepened the management crisis and uncertainty. The positions of the DDGs were advertised, further aggravating the crisis in management. The management crisis meant that the Academic Board and Executive Management Committee were unable to meet regularly to make critical academic and management decisions. Working with senior management became difficult during this time.

Mitigating Actions: USAID-GEMS tactically reduced most activities with LIPA except mentoring and support to stabilize LIPA's operations.

Challenge: LIPA as an organization is still going through major changes, although training and normal operations are ongoing. LIPA did not have a Board of Directors for most of the year and that left the institute operating with no direction.

Mitigating Actions: USAID-GEMS encouraged LIPA, CSA, and the GC to put forward representations for the appointment of a Board of Directors. LIPA's overall governance situation received a boost with the appointment of the Board in September 2015. It is expected that the Board will move quickly to resolve the leadership and management issues that continue to plague the Institute.

ICT AND INFORMATION TECHNOLOGY

Power supply to MACs

Challenge: The supply of reliable and safe power to the MACs remains a critical challenge. Continuity of power is needed to meet the required operating periods for the computer systems. Also the quality of power needs to be within established bounds, otherwise the ICT platform is at risk of damage. At the start of the USAID-GEMS program, it was agreed with the MACs that they would be responsible for providing suitable power, but this has not always been possible

Mitigating Action: Modest-sized battery banks have been provided to LIPA, MOPT and MOA to provide continuity of service from their core IT systems during periods of power outages. Depending on demand, these battery banks can provide continuity of service for up to 6 hours. USAID-GEMS continues to educate the MAC staff on the importance of ensuring clean power and providing suitable quality protection devices to shelter ICT infrastructure from surges and bad quality power. All Wave 2 workstations were specified as laptops, providing up to a few hours continuity of service during outages. Where power surges have caused damage to the systems, the suppliers have typically replaced the damaged components under warranty. This support cannot, however, be expected indefinitely.

Local Area Network Connectivity

Challenge: USAID-GEMS provided a fixed Local Area Network (LAN), a wired network linking all components of the ICT platform, to most supported MACs as part of the standard solutions pack. This included expanded LANs to NBC and NIC, which subsequently and unexpectedly moved offices and have not installed a new LAN. Without a LAN, the platform is reduced to stand-alone laptops.

Mitigating Action: USAID-GEMS continues to encourage affected MACs to fund and implement LANs. Some efforts have been successful at creating an ad-hoc solution that can meet short term needs. Until a LAN solution is found, USAID-GEMS has provided workarounds to ensure that the QuickBooks and other key systems are able to operate on stand-alone workstations

Staff Retention

Challenge: Staff at GOL IT units are poorly paid and motivated, compared to the private sector and opportunities outside of Liberia. Capacity development of institutions is undermined when newly trained or skilled staff leave the institution.

Mitigating Action: USAID-GEMS encourages GOL to further professionalize the IT function within government and to put in place the plans for a CIO Program. This will be an incentive to junior staff as it offers a credible career path. USAID-GEMS is also working with MOPT to make recommendations on how the IT function could be reformed to attract and retain key IT staff to support GOL's ICT Policy and e-Government strategy.

Service Management Orientation

Challenge: The adoption of service management protocols at the MACs continues to face resistance. The larger MACs utilize the systems, but the smaller MACs face pressures that draw them back to patterns where records are kept on paper, and requests for assistance and reports of incidents are done using informal channels. In the absence of centralized interest or oversight of this competency in the MACs by MOPT, a more thorough and complete take-up of IT service management is unlikely to be successful.

Mitigating Action: USAID-GEMS is deploying a consultant to address these challenges over the next 6 months. Efforts have been made to encourage other funding partners to support these nascent efforts to improve Service Management. It is likely that efforts to support ITSM deployment will be focused on MACs that meet the criteria for successful adoption, not least being the interest and support of management.

Focus of management on IT issues

Challenge: In most MACs management could provide more support to reflect the importance of ICT to the organization. This is reflected in the allocation of resources and the apportionment of attention and effort to IT.

Mitigating Action: USAID-GEMS continues to encourage the adoption of the e-Government strategy by GOL at a Cabinet level, and to improve the communication of the potential and role of ICT to improve the performance of MACs. Similarly USAID-GEMS encourages GOL to put in place the CIO Program, which will provide the necessary guidance and direction to MACs on how to plan for and utilize the IT strategic resource.

MOPT Capacity/Lack of CIO competency

Challenge: Government ICT Policy places MOPT at the heart of its ICT ambitions. MOPT is challenged to meet its obligations given its resource and capacity constraints. The centralized competencies as visualized by the ICT Policy and e-Government strategy, that exist within the CIO Program and PMO/e-Liberia office, are not staffed or resourced in the budget or elsewhere and pose significant risks for sustainability.

Mitigating Action: USAID-GEMS continues to encourage the GOL to resource these competencies. It also encourages development partners to participate in resourcing these ambitions.

Internet

Challenge: MACs have inadequate internet service.

Mitigating Action: Internet provision to the MACs is very expensive in Liberia (at about \$700-\$1000/Mbit/Month), making affordability a challenge. The GOL should consider using its central buying power, and its own resources in Libtelco and GOL shares in the Cable Company of Liberia, to make preferential pricing available to its MACs. USAID-GEMS is actively participating in activities with GOL and its funding partners to solve these structural problems within GOL.

CONCESSIONS MANAGEMENT

Challenge: A continuing challenge is the uncooperativeness of some concessions-related institutions to address the issue of roles and responsibilities in concessions. USAID-GEMS began facilitating conversations on this issue in FY14 Q1, but the process was thwarted due to several MACs/ unwillingness to participate. An attempt was made to restart the process in FY14 Q3; however, the EVD disrupted the process. In FY15 Q2, the GC chaired a meeting that was intended to restart the process. A follow-on meeting between NBC and NIC was held, but no comprehensive consensus regarding concession roles and responsibilities was reached. Another effort by the GC in FY15 Q3 created the forum for discussion; however, no substantive conclusions were reached and it did not have full participation from all institutions. Each institution is convinced that its own interpretation of concessions roles and responsibilities is correct, with other agencies taking different or even contradictory views and the legal instruments providing overlaps and vague statements. It is thus difficult to achieve cohesion in concessions management.

Mitigating Action: USAID-GEMS has encouraged the GC to continue to provide the forum for Governance Conversations in safe space that allows for constructive disagreement, but where common goals are also discussed and consensus reached on how GOL institutions can work together to achieve the national objectives.

Challenge: The Concessions Information Management System (CIMS) is built around FlexiCadastre software, developed by the South African firm Spatial Dimension. USAID-GEMS has paid the software maintenance agreement fees for a period of time through the conclusion of the USAID-GEMS project. However, the GOL will need to assume responsibility for payment of these fees in the future; the commitment of the GOL to do this is not known.

Mitigating Action: The NBC has been encouraged to take ownership and responsibility for CIMS. They are developing a model which will ensure that the software maintenance and hosting fees are available at the end of the USAID-GEMS project.

Challenge: A continuing challenge is the lack of a current base map of Liberia. The last base map was prepared in 1968. The CIMS and other GOL bodies use existing digital maps but these are out of date.

Mitigating Action: USAID-GEMS prepared mapping specifications in FY14 and provided them to the Land Commission and several donors interested in the requirements of a base map. Completing the geodetic control network and preparing the base map should be among the highest priorities for both the Government of Liberia and the donor community.

PRESIDENT'S YOUNG PROFESSIONAL PROGRAM

Challenge: One Cadastre PYP left the program during the EVD, requiring the placement of PYPs within the MACs to be rearranged: EPA/MOA - 1 PYP, NBC - 1 PYP, and FDA - 1 PYP. Ms. Precious Tokpa-Flomo, the PYP assigned to NBC, has taken up full assignment as a Cadastre Officer. The other two PYPs are giving Cadastre IT support to FDA and MOA/EPA, respectively. The issue of one PYP handling the CIMS for two MACs is a challenge that will require a definitive solution within FY16 Q1.

Mitigating Action: The EPA has been encouraged to identify one or two people who can be fully trained in the use of CIMS for work to flow smoothly.

V. M&E METRICS

PERFORMANCE MONITORING PLAN INDICATORS

The project conducted a comprehensive review of project achievements against annual and life of project targets. Based on the review, the project enumerated its achievements against the PMP in the following ways,

USAID requested the Liberia Monitoring and Evaluation Project undertake a Data Quality Assessment to determine the strengths and weaknesses of PMP indicator data reported or received, to determine the extent to which the data could be trusted when making management decisions and reporting, and to assess the extent to which USAID-GEMS implemented the recommendations of the 2014 DQA. The conclusions of the DQA were that

1. Data on each indicator was highly visible in the project's quarterly report;
2. The use of the Performance Data Table in the quarterly report makes the data more accessible;
3. More regular internal data verification exercises and strong mechanisms of detecting data errors were implemented;
4. More coordination between the M&E unit and other relevant program staff is a major strength in the project, with data reviewed with the different Advisors every quarter; and
5. All recommendations for improving data quality from the last DQA were implemented.

USAID-GEMS Project PMP Performance

By the end of September 2015, 74.6% of indicators were met or exceeded. Performance jumps to 82.2% when including indicators whose targets were nearly met. 89.8% of indicators met 50% or more of their targets.

Only about 8.8% of targets could be rated as having a weak or poor performance, the majority of which will be achieved in FY16 Q1.

Table 10: PMP Indicator Performance

Performance Rating	% of Indicator Targets in the Performance Range	Indicator Performance Range	# of Indicator Targets in the Performance Range
Exceeded Targets	27.8%	Over 120% of target	22
Met Targets	46.8%	80% or more but less than 120% of target	37
Nearly Met Targets	7.6%	66.7% or more but less than 80% of target	6
Fair Performance	7.6%	50% or more but less than 66.7% of target	5
Weak Performance	2.5%	30% or more but less than 50% of target	2
Poor Performance	6.3%	0 to less than 30% of target	5

Data Not Collected	2.5%		1
Total Number of Targets that ought to have data by September 2015	100.0%		79

Weak Performance

There were two indicators with weak performance. First, the number of MACs meeting the three key employee personnel documentation system elements did not reach the target. Although only four of the 12 MACs met this combined indicator, all 12 MACs met two of the three. The second indicator with weak performance is the number of MACs where two thirds (67%) of employee files contain the six minimum documents.

Poor Performance

There were five indicators with poor performance:

1. Number of MACs with all five asset management systems. No MAC has met this composite asset management system as the building maintenance guidelines were delayed due to the EVD and approval was received in FY15 Q4. The performance of MACs in the other components is varied but most either met or exceeded targets.
2. The number of MACs with an updated building maintenance schedule. No MAC attained this as the guidelines are yet to be implemented.
3. The status of the development of CSA's M&E Plan. The progress here was slowed due to activity related to the formulation of the Strategic Plan. The M&E Advisor provided inputs into the strategic plan outcome indicators and has continued to engage CSA on the development of the M&E Plan.
4. The status of the development of LIPA M&E/Quality Assurance Plan. LIPA was closed for the first six months of FY15 and in the process of transition thereafter. The institutional environment was not conducive for the development of this plan.
5. Number of LIPA training manuals developed with USAID-GEMS assistance. This indicator is a subset of training courses and requires review.

Data Not Collected

There is one indicator that did not have information available: Status of implementation of USAID-GEMS-supported e-Government Foundational Elements.

ANNEX I: USAID-GEMS PERFORMANCE INDICATOR DATA TABLE: ANNUAL REPORT FY15

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
USAID-GEMS supported MACS perform targeted public sector functions more effectively (under USAID/Liberia DOI)									
I-I	Number of MACs meeting GOL statutory financial reporting requirements	Custom	Number	# of MACs that used an accounting software to prepare most recent Quarterly Financial Report	2012	0	7	8	Based on September 2015 Data Validation on ten MACs, 8 (LIPA, GC, EPA, PPCC, NBC, GSA, MYS and CSA) met the standard, the last three of which doing so for the second quarter in a row. Though FDA has software, it did not use it to produce the report while MOPT has no software.
				# of MACs that produced the most recent Quarterly Financial Report on time	2012	0	7	10	Based September 2015 Data Validation on ten MACs, all 10 (IPA, GC, EPA, PPCC, CSA, GSA, NBC, FDA, MYS and MOPT) produced the report on time, with last three doing so for the second quarter in a row.
				# of MACs that used an accounting software to prepare most recent Annual Financial Report	2012	0	10	8	Based on September 2015 Data Validation of ten MACs, 8 (GC, PPCC, EPA, CSA, LIPA, NBC, MYS and GSA) produced the June 30, Financial Report using a software. The last five MACs listed did so for the second year in a row. FDA has not started producing reports from accounting software. MOPT has no accounting software but uses Excel Spreadsheet.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
				# of MACs that produced the most recent Annual Financial Report on time	2012	0	10	10	Among the ten MACs that were assessed in September 2015, all (PPCC, LIPA, GC, CSA, GSA, NBC, EPA, FDA, MYS and MOPT) met the standard, with the last five doing so for the second year in a row.
I-2	% of surveyed procurement system participants that agree or strongly agree that GOL Procurement System is “relatively corruption free	Custom	Percent	Overall	2013	22	8		Survey re-scheduled for FY16 Q1
				End-User	2013	15	10		
				Vendor	2013	25	10		
				Procurement Staff	2013	22	10		
I-3	Number of MACs maintaining 50% or more of their vehicles according to GSA schedule and standards	Custom	Number	None	2012	0	2	9	Based on September 2015 Data Validation on nine MACs, all met the PMP standard. Nearly half maintained 100% of their vehicles according to standards (GC, GSA, LIPA, EPA); another third maintained 80% or more of their vehicles (MOA-83%, CSA-80%, MYS-94%); and the final two of the MACs maintained over two-thirds (but <80%) of their vehicles (MOPT-63%, FDA-77%). These are significant improvements compared to March 2015 assessment where only GSA and GC had over 80%. This reflects the effects of monitoring work since the March 2015 results provoked MACs to do preventative maintenance.
I-4	Number of MACs using IT systems to	Custom	Number	Financial Accounting	2012	1	13	13	Based on the GEMS progress report, the following were using either GEMS

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
	support administrative GOL functions			Software (incl IFMIS)					procured software (Peachtree, QuickBooks) or IFMIS. They include: CSA, GSA, FDA, MOHSW, LIPA, PPCC, NIC, NBC, EPA and MOA. MYS, GC, and MOE are using IFMIS. However, MOPT is in the process of acquiring an accounting software.
				Human Resource Information System	2012	0	4	7	Based on USAID-GEMS progress reports, the following MACS are either using GEMS-supplied HRIS system or IFMIS: LIPA, MOHSW, NBC, FDA, PPCC, GSA and MOPT. For GC the GEMS software is available but awaiting server problems to be resolved.
				IT Incidence Reporting Desk	2012	0	10	12	Based on GEMS progress reports, GEMS-has supported the installation of IT Incident Reporting Desk in 12 MACs: CSA, MOA, GSA, LIPA, NIC, NBC, EPA, MOHSW, MOPT, FDA, MYS. The system at PPCC is being installed but not commissioned.
				e-Government functions	2012	0	6	5	PPCC Common Items Database, Redesign of LIPA website to provide for e-learning portal. Adoption of e-government handbook by MOPT, which has started to be used by CSA and MOHSW.
				Concessions Information System (Prototype)	2014	0	1	1	The CIMS prototype was developed and launched in September 2015.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
1-5	Number of MACs that have conducted at least one annual cycle of staff performance appraisals to some or all of its key staff using CSA or customized guidelines (<i>the PMP standard is at least 50% of staff appraised</i>)	Custom	Number	None	2012	0	3	4	Based on either March 2015 or September 2015 Data Validation, four MACs (GC, LIPA, NBC, and CSA) met the standard. The percentage of the key cadre of staff with recent performance appraisal as assessed in September 2015 are PPCC=0%, FDA=0%, GSA=0%, MOA=10%, NBC = 80%, LIPA=55%, CSA=70%, MYS =0% and as assessed in <i>March 2015</i> ; GC=100%, GSA=5%, NIC=0%, PPCC=0%, MOPT =0%, FDA=0%, CSA=0%, EPA=0%, MOA=0%, LIPA=0%, MYS=0%, NBC= 0%. Since performance management systems are being rolled-out, MACs are still preparing themselves for the annual appraisal cycle- as such only 4 evaluated 50% or more of key staff.
1-6	Percentage of active concessionaires that have reported to NBC using the approved templates, disaggregated by number of reports and sector; (<i>i.e. out of 66 contracts only 36 will be monitored, Forestry= 19, Agriculture= 10, Mining=7,</i>)	Custom	Percent	Overall- any report ever	2014	0	50%	-	The concessions reporting templates have been developed and launched in September 2015 and it is expected that data will be available when concessionaires start to report.
				Forestry Ever	2014	0	50%	-	
				Forestry recent quarter	2014	0	50%	-	
				Agriculture Ever	2014	0	50%	-	
				Agriculture most recent quarter	2014	0	50%	-	
				Mining Ever	2014	0	50%	-	
				Mining recent quarter	2015	0	50%	-	

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
1.1-1	# of MACs following PFM Law compliant budgeting process and deliverables	Custom	Number	None	2012	0	7	11	By Sept 2015, 11 MACS met the standard-LIPA, GC, EPA, GSA, NBC, CSA, FDA, MYS, NIC, MOPT, and PPCC.
IR 1.1: Conformity of Management systems and key organizational functions of participating GOL institutions with international good practice standards improved									
1.1-2	Number of MACs following the prescribed/required procurement processes	Custom	Number	With 80% or more correct methods & 80% documentation	2014	0	6	5	Based on September 2015 Data validation, five MACs (FDA, GC, GSA, MOPT, and CSA) had met both 80% or more of required procurement documentation as well as using the correct methods in 80% or more of the completed procurements. Apart from NIC, which failed the documentation half of the double criteria, all the other MACs that failed were due to problems in procurement methods.
				With 80% or more documentation	2012	1	6	8	Based on the September 2015 Data Validation 8 met the 80% standard (FDA=100%, GC = 100%, GSA = 100%, LIPA= 100%, MOE =100%, MOPT= 100%, PPCC = 100%, CSA= 87%) with NIC=77% falling short.
				With 80% or more correct methods	2014	0	6	6	Based on the September 2015 Data Validation, six MACs had 80% or more correct methods out of all the completed procurements in the approved FY14/15 Procurement Plan (FDA=100%, GC = 100%, GSA =100%, MOPT= 100%, NIC=100%

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
									CSA= 100%) while the rest three did not (PPCC = 57.2%, LIPA= 77.8%, MOE =33.4%,)
1.1-3	Number of MACs with employee personnel documentation system	Custom	Number	Met the three standards	2012	0	12	4	Among the 12 MACs assessed either in March or in September 2015, four MACs had (i) a safe storage and retrieval system for employee files, (ii) more than (75%) employees having a personnel file, and (iii) for those with files, two thirds (67%) or more contained the six key documents.
				Has a safe storage and retrieval system for employee files	2012	0	12	12	Based on either March or September 2015 assessments, all 12 MACs met the standard (GSA, MOA, FDA, PPCC, MYS, CSA, LIPA, NIC, MOPT, NBC, GSA, EPA)
				More than (75%) employees have a file.	2012	0	12	12	Based on either March or September 2015 assessments, all 12 MACs had 75% or more of their staff with personnel files (GSA, MOA, FDA, PPCC, MYS, CSA, LIPA, NIC, MOPT, NBC, GSA, EPA)
				For those with files, two thirds (67%) or more contain key documents	2012	0	12	4	Among the 12 MACs assessed either in March or in September 2015, four had two thirds (67%) or more of sampled employees files containing all the six key documents (GC=100%, PPCC=90%, FDA= 82.5%, MOPT = 75%) while three had between 60- <67% of files having key documents (NIC, GSA, EPA). GSA had more than half (55%) and the rest performed dismally (NBC=25%, LIPA=5%, CSA=0%, MYS=0%, MOA=45%)

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
1.1-4	Number of MACs implementing merit-based recruitment as per CSA guidelines	Custom	Number	None	2012	0	3	9	Based on either March or September 2015 assessments of 13 MACs, nine MACs were implementing merit-based recruitment (PPCC, NIC, GC, MOPT, CSA, EPA, FDA, GSA, and CSA). While MYS, LIPA, MOA, & NBC were not determined as they had not recruited in the past six months.
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	Number of MACs that have achieved 70% passing score on all key and specified financial management transaction processes	Custom	Number	None	2012	0	12	9	Of the ten MACs assessed in September 2015, nine met the standard (NIC, MYS, FDA, CSA, LIPA, NBC, EPA, GC, and MOPT) while PPCC, GSA did not.
IR 1.1.2: Targeted management functions of GOL institutions strengthened									
1.1.2-1	Number of policies, strategies, management guidelines, or operational procedures developed using GEMS assistance	Custom	Number	Total	2012	0	32		
				Asset Management	2012	0	4	7	The following were developed and adopted by September 2015: Asset Management Guide for MACs, Building Management Manual, Disposal guidelines, Fleet Maintenance and Management Guide, Operational Vehicle, Generator and Motorcycle Maintenance Guide for Ebola Response Fleet, Fleet Management Policy, Fleet Policy implementation Framework
				Financial Management	2012	0	9	14	The following MACs have been provided with, and are using, financial management procedures manuals: MOE, LIPA, MOPT, FDA, CSA, GSA, GC, MOHSW, MYS, MOA, EPA NBC,

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
									NIC & PPCC. All manuals are approved except MOA which is in progress.
				Procurement	2012	0	3	3	USAID-GEMS has supported the development, and utilization of, The Procurement Handbook for Practitioners, Compliance Monitoring Guide, and PPCC's Guidelines for Vendor Registration.
				Concessions	2012	0	3	4	CIMS Prototype Manual, FlexiCadastre User Manual, and Concessionaires Reporting Templates.
				IT/ICT	2012	0	5	3	E-Government Strategy, IT/ICT Handbook, and OS Ticket Guide. It is expected that System Admin Handbook and Power Guidelines will be developed in FY16 Q1.
				LIPA	2012	0	4	5	The LIPA-Policy Framework Competency-Based, LIPA-LIPA Restructuring Plan, Library Operational Manual, Training Procedures Guide, LIPA-Brand Strategy are being used by LIPA for the smooth running the institution. The next data validation exercise will determine if new documents have been produced.
				M&E	2012	0	4	3	CIMS, PPCC Compliance Monitoring Tool, and Concessionaires Reporting Templates.
1.1.2-2	Number of MACs with Auditable	Custom	Number	# of MACs with all four Systems'	2012	0	12	9	Based on September 2015 assessment of 11 MACS, 9 met all four standards (NIC, GC, EPA, NBC, GSA, CSA,

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
	Financial Management Systems			components present					FDA, PPCC, and MYS) while LIPA and MOPT did not.
				# of MACs using a PFM law compliant financial management manual	2012	0	12	14	The following MACs have been provided with, and are using, financial management procedures manuals: MOE, LIPA, MOPT, FDA, CSA, GSA, GC, MOHSW, MYS, MOA, EPA NBC, NIC and PPCC (all manuals approved except MOA which is in progress).
				# of MACs using a financial accounting software to produce reports (incl. IFMIS)	2012	0	14	13	Based on Progress Reports, PPCC, LIPA, GC, EPA, GSA, NBC, CSA, FDA, MYS, MOHSW, MOA, MOE, and NIC were using an accounting software and MOPT is almost connected to IFMIS.
				# of MACs with adequate storage/back-up of electronic data	2012	0	14	9	Based on September 2015 assessment of 11 MACS, 9 met the standard (NIC, GC, EPA, NBC, GSA, CSA, FDA, PPCC, and MYS) while LIPA and MOPT did not.
				# of MACs with a system for safe storage of physical 100% financial records	2012	0	14	11	Based on September 2015 assessment of 11 MACS, all met the standard (NIC, GC, EPA, NBC, GSA, CSA, FDA, PPCC, MYS, LIPA and MOPT).
1.1.2-3	Number of MACs with functional Asset Management System	Custom	Number	With all five Systems' Components	2012	0	14	0	Until MACs start to have their own building maintenance schedules, they cannot be counted as having all the five components. Guidelines for

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
									building maintenance were only approved in FY15 Q4.
				With at least one of key asset management staff trained by GEMS	2012	0	14	14	Asset Managers, Transport officers, middle and upper managers continued to demonstrate skills and knowledge acquired from USAID-GEMS trainings. There is a significant increase in proper use of AM spreadsheets, tools and methodology.
				With an updated Asset Register	2012	0	14	8	The following MAC's asset registers have basic asset information (<i>all assets entered, all GSA coded, and basic asset description with serial numbers</i>) MYS, MOPT, MOA, LIPA, GC, FDA, EPA, and CSA. After GEMS disengaged with some MACs, the actual target should be nine. PPCC is expected to also comply by next quarter. Apart from CSA, the other registers have more detailed information (<i>location, condition, or year procured</i>). MYS & LIPA Registers are fully updated.
				# of MACs with an updated Vehicle Maintenance Schedule	2012	0	14	9	In September 2015 all nine MACs assessed met the standard: MOPT, MYS, LIPA, GSA, GC, FDA, EPA, CSA, and MOA. It is important to note that MOPT and MYS failed in the March 2015 data validation exercise. However, they have made tremendous progress.
				# of MACs with updated Generator	2012	0	14	9	Seven of the nine MACs assessed in September 2015 had the schedule (MYS, MOA, LIPA, GSA, GC, FDA and CSA) while generators at EPA and

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
				Maintenance Schedule					MOPT were down they had an updated maintenance schedules.
				# of MACs with an updated Building Maintenance Schedule	2012	0	14	0	Senior management reviewed and approved the building maintenance guidelines in Sept 2015. MACs will only start using the guidelines in FY16.
1.1.2-4	Number of MACs with functional Procurement Structures & Processes	Custom	Number	Number of MACs with all four standards	2012	0	6	7	GSA, LIPA, MOPT, FDA, PPCC, MOE, GC.
				# of MACs with a qualified Procurement Head as per GOL requirements	2012	7	11	14	All the ten active MACs: GSA, MOPT, PPCC, FDA, MOE, GC, LIPA, NIC, NBC, and CSA. And the disengaged ones EPA, MYS, MOA, and MOHSW have qualified procurement heads as per GOL requirements.
				# of MACs with Procurement Plan based on MOF budget & then approved by PPCC	2014	0	6	10	All the FY14/15 Procurement plans of the ten GEMS' active MACS met the standard: LIPA, NIC, NBC, CSA, GSA, MOPT, PPCC, FDA, MOE and GC.
				# of MACs with 80% or more of the sampled procurement committee meetings' minutes filled, & composition	2012	0	6	7	This indicator relates to meetings for review and approval of Evaluation Panels Reports, and Bid Opening meetings only (excludes all other meetings such the quarterly review of procurement activities) Seven met the standard (NIC=75%, CSA=67%, GC=97%, MOE=100%,

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
				meets the requisite legal quorum					PPCC= 100%, FDA=100%, MOPT= 100%, LIPA=100%, GSA= 96%)
				# of MACs with 80% or more of sampled evaluations being signed by all members of the panel	2012	0	6	7	Seven MACs met the standard (GSA=85%, LIPA=100%, MOPT =100%, FDA= 100%, PPCC= 100%, MOE= 100%, NIC=75%, GC=100%, CSA=67%
1.1.2-5	Number of MACs with a functional Human Resources Division	Custom	Number	Number of MACs with all four elements	2012	4	5	7	Seven of the 12 MACs met all four elements (GC, LIPA, PPCC, FDA, NBC, MOPT, and GSA) While CSA, MYS, EPA, MOA, and NIC did not.
				Number of MACs with an approved Organization Chart	2012	4	12	11	Based on either the March or September 2015 assessment of 12 MACs, 11 had an org chart (MOPT, MYS, LIPA, GSA, MOA, GC, PPCC, NIC, FDA, CSA and NBC) while EPA did not.
				# of MACs with updated HR Division /Unit Chart with staff names & titles	2012	4	12	10	Based on either the March or September 2015 data collection exercise of 12 MACs, ten met the standard (GSA, LIPA, EPA, GC, PPCC, NIC, FDA, NBC, MOA, MOPT) while CSA and MYS did not.
				# of MACs with all its HR professional staff with Job Descriptions	2012	4	12	11	Based on the March or September 2015 assessment of 12 MACs, 11 met the standard (GC, LIPA, EPA, PPCC, FDA, NBC, MOPT, MOA, CSA, GSA, MYS), while NIC did not.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
				# of MACs with approved Establishment List, or has submitted one to CSA for approval	2012	0	5	9	Based on the March or September 2015 assessment of 12 MACs, 9 met the standard (GC, LIPA, PPCC, FDA, NBC, MOPT, CSA, GSA, MYS), while EPA, MOA, and NIC did not.
1.1.2-6	Number of MACs where key HR staff are oriented on Performance Improvement Guidelines 'PMS'	Custom	Number	None	2012	0	8	10	Based on March-September assessment, ten MACs met the standard (MYS, GC, NBC, CSA, MOA, LIPA, NIC, FDA, PPCC, and GSA) while MOPT and EPA did not
1.1.2-7	Number of National GOL Performance Monitoring Systems (PMS or M&E) strengthened with GEMS assistance	Custom	Number	Total	2012	0	5	5	
				Concessions/NBC	2012	0	1	1	The CIMS has been launched.
				Procurement/PPCC	2012	0	1	1	The PPCC monitoring tool has being finalized.
				Human Resources /CSA	2012	0	1	0	CSA has been slow to respond to assistance.
				LIPA	2012	0	1	0	LIPA has been slow to act on the agreed actions.
				GC Governance Assessments	2012	0	1	1	GEMS continue to provide embedded staff at GC for strengthening of governance assessments.
IR 1.2: LIPA's provision of sustainable, quality training, research and consulting services to its clients strengthened									
1.2-1	Number of LIPA's technical products developed or revised	Custom	Number	Training Courses	2012	0	12	26	The maximum number of different courses ever offered by LIPA is 26 and GEMS has had an input in most of the

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
	using GEMS assistance (Cumulative)			Training Manuals	2012	0	6	1	LIPA Library Operational Manual. These manuals are really a sub-sets of training courses developed with GEMS assistance which is reported elsewhere.
				Training Methodologies	2012	0	2	2	Adult learning Techniques, and Case Teaching Techniques.
				# of unique trainers of trainers (TOT) trained to conduct standard training	2012	0	9	30	During this GEMS period, LIPA has trained or retrained a total of 30 unique TOTs to offer LIPA courses.
				# of unique TOT trained for research & consultancy	2012	23	7	12	During this GEMS period, LIPA has trained or retrained a total of 12 unique TOTs to conduct research and consultancy.
1.2-2	LIPA's annual scale of training (total, with direct or indirect GEMS support-cumulative)	Custom	Number	Courses offered	2012	23	29	26	The maximum number of different courses ever offered by LIPA is 26. Most of these had GEMS input in their design.
				Trainings conducted	2012	4	12	40	The target was conservative because of the Ebola crisis.
				Trainees enrolled	2012	619	2296	1718	From LIPA records, 527 new trainees were enrolled between March-June 2015. This brought the cumulative total enrollment during GEMS period to 1,718.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
				Trainees, of enrolled, completed training,	2013	619	2296	1325	346 trainees completed training in the year, bringing the cumulative total to 1325 during GEMS period.
				Technical Proposals	2012	0	3	3	Liberia Accountancy Program Proposal, Lofa Community College, and the Liberia Revenue Authority.
IR 1.2.1: Alignment of LIPA services to GOL capacity building priorities improved									
1.2.1-1	Level of LIPA service satisfaction (-% reporting agree or strongly agree that training met their expectation-)	Custom	Percent	Overall	2013	66	80	-	Survey to be undertaken in FY16 Q1.
				GOL sponsored trainees	2013	70	80		
				Supervisors of GOL sponsored trainees	2013	79	85		
				Private sector sponsored trainees	2013	89	95		
				Self-sponsored trainees	2013	50	60		
IR 1.2.2: Institutional sustainability of LIPA enhanced									
1.2.2-1	Level of implementation of LIPA's new and fundamental governance, academic, and management structures	Custom	Y/N	Board of Directors established (Y/N)	2015	N	Y	Y	The President of the Republic of Liberia appointed the LIPA Board in September 2015.
				Academic Board established (Y/N)	2015	N	Y	Y	Academic Board was established in early 2015 and continues to work.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
				Executive Management Board established (Y/N)	2015	N	Y	Y	Executive Management Board was established in early 2015.
1.2.2-2	LIPA Revenues from service delivery	Custom	USD		2012	295,542	320,000	261,206	The FY14/15 figure represents a 12% reduction from the FY13/14 figures due to reduced training activities occasioned by the EVD.
IR 1.3: Expanded Public sector use of ICT linked to development objectives supported									
1.3-1	National e-Government Foundational System Establishment Index	Custom	Number	None	2014	0.25	0.50	0.25	New Assessment pending.
IR 1.4: GOL manages mining, agriculture and forestry concessions more effectively									
1.4-1	GOL Concession Information Management System (CIMS) Prototype developed	Custom	Y/N		2014	N	N	Y	The prototype was developed and launched September 2015.
IR 1.5: GOL establishes and utilizes an improved national payment system in line with international standards									
1.5-1	Cumulative value of actual cost savings in payment expenses achieved by mMoney	Custom	USD		2013	0	113,989	113,989	For the period of the pilot, it is estimated that GOL saved a total of US\$113,989 for only 878 employees paid through mobile money.
1.5-2	Estimated actual savings by payees as a result of use of mMoney (transport, accommodation,	Custom	USD		2015	TBD-	TBD	5%	In a September 2015, USAID-GEMS conducted a Rapid Assessment Survey of cost-saving to teachers from payments through mobile money pilot. The typical cost to teacher of getting salary through check was 10.4% of

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
	<i>previous system's leakages if any)</i>								their salary compared to 5.3% when salary was channeled through mobile money- a difference of 5%.
1.5-3	Number of GOL employees paid via mobile money (cumulative)	Custom	Number	Total	2013	0	878	878	No further GEMS work in this area was conducted nor planned for after FY14.
				Male	2013	0	148	148	
				Female	2013	0	730	730	
1.5-4	Number. of decentralized payment windows created (Cumulative)	Custom	Number	None	2012	0	9	15	GEMS provided furniture and equipment to 11 new and existing tax collection windows, bringing the number of supported windows to 15.
USAID/Liberia Mission and Standard "F" Indicators									
	Number of Executive Branch Personnel Trained with USG Assistance (Cumulative)	Mission Custom	Number	Gender	2012	365	4500	5074	112% of the training target has been achieved.
Male				2012		3620	4007		
Female				2012		880	1067		
2.2.4-7	Number of USG supported anti-corruption measures implemented	F Indicator	Number	None	2012	N/A	10	9	<ol style="list-style-type: none"> 1. Mobile money salary payments reduce corruption by eliminating illegal charges by money changers of checks. 2. The development of GOL assets disposal guidelines. 3. The asset register can reduce loss of government assets. 4. The Open Government Initiative e-Billboard project provides MFDP with a transparency tool and related procedures.

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
									<p>5. GEMS is providing safe and secure IT platforms in all 14 MACs that enable strong oversight and control of administrative information systems.</p> <p>6. IT handbook encourages good practices that lead to protection of laptops and the use of organizational email facilities over which the institution has control.</p> <p>7. Data of common use items, specifications and indicative prices developed/posted on PPCC website in July 2014.</p> <p>8. Procurement committees and documentation are more effective at reducing opportunity for corruption.</p> <p>9. Accurate financial information is entered into accounting software and financial reporting for decision making provides information to all for transparency and accountability reducing corruption.</p>
2.2.2-6	# of training days provided to executive branch personnel with USG assistance	F Indicator	Number	None	2012	N/A	4500	4797	106.6% of the cumulative target has been met.
2.2.4-2	# of government officials receiving USG-supported anti-corruption training	F Indicator	Number	Total	2012	42	2500	2556	102.2% target has been achieved.
				Male	2012	34	2019	2036	

#	Indicators	Indicator Type	Unit of Measure	Disaggregation	Baseline Year (USFY)	Baseline Value	2015 Target	USAID FY 2015 Actual	FY 2015 Description
				Female	2012	8	481	520	

ANNEX 2: USAID-GEMS WORKPLANS FOR Q1 FY 2016

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 spreadsheets to support additional analysis				
MTEF Budget Formulation and Execution Processes	Agency staff has software tools available to create and monitor MTEF budgets.				
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)
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)
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)
Organization Structure of the Finance Department and Job Descriptions	Improved performance and management of finance department with staff understanding roles and responsibilities				
Collaboration with the MFDP	Depends on specific objectives to be agreed with the MFDP				# of MACs that have developed and documented detailed, agency specific FM processes conforming to international best practices,

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
					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)
Human Resources Management					
Development of Service Delivery Charter for CSA	Service delivery charter developed for CSA				
Updating of Training Needs Assessment and Development of Capacity Building Plan for CSA	<ul style="list-style-type: none"> •Training Needs Assessment updated •Capacity Building Plan developed 				
Support CSA in implementing the results of the Performance Assessment.	Strengthened capacity of IRC to lead and sustain performance improvement in CSA.				
Support CSA in implementing the 3-year Strategic Plan and in the operationalizing the Service Delivery Charter	<ul style="list-style-type: none"> •CSA strategy rolled out and being implemented. •Service Delivery Charter fully rolled out and implemented 				
Support CSA to review organizational structure and develop staffing plan/manning levels for all directorates in line with approved Strategic Plan	<ul style="list-style-type: none"> •New organizational structure developed and approved. •Revised staffing levels developed and approved. •New job descriptions for newly created positions developed, graded, and approved. 				
Support CSA to revise Performance Management System Policy Manual	•Performance Management System Policy Manual revised, approved, and disseminated.				
Support the CSA to constitute and build capacity for Job Evaluation Committee	<ul style="list-style-type: none"> •Job Evaluation Committee constituted and trained quality assurance of job descriptions. •Capacity of Job Evaluation Committee enhanced in classification of jobs 				
Undertake job classification for MACs	<ul style="list-style-type: none"> •Submit job classification report to CSA for approval. •CSA supported to address issues arising from classification. 				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Provide support in enhancing employee records system	<ul style="list-style-type: none"> •Enhanced employee documentation and records system. •Auditable HR records 				(PMP 1.1.-3) Number of MACs with employee personnel documentation system
Support MAC HR Division/Unit define purpose, functions and responsibilities	<ul style="list-style-type: none"> •Clearly-defined purpose, functions, key result areas & performance indicators; •Job descriptions completed for all staff 				(PMP 1.1.2-5) Number of MACs with a functional Human Resources Division
Support MAC HR Directors revise and approve MAC organizational chart	Revised and approved MAC organizational chart				(PMP 1.1.2-5) Number of MACs with a functional Human Resources Division
Support completion and implementation of HR Policies, Handbooks & Guides at MAC level	<ul style="list-style-type: none"> •MAC HR Policy manuals completed and approved 				PMP 1.1.2-6) Number of MACs where key HR staff are oriented on Performance Improvement Guidelines 'PMS'
Support implementation of the CSA Performance Management System (PMS) at MAC level	MAC complete 1 cycle of performance planning and reviews				(PMP 1.1.2-6) Number of MACs where key HR staff are oriented on Performance Improvement Guidelines 'PMS' (PMP 1-5) Number of MACs that have conducted at least one annual cycle of staff performance appraisals to some or all of its key staff (50% or more) using CSA or customized guidelines
Asset Management					
Develop GOL Building Register, Maintenance, and Management Guideline Training Modules. Deliver training to the GSA Monitors and the MACs.	Maintained and managed government buildings with procedures in place Introduction of basic GOL Standards in all areas including building acquisition and maintenance schedules				(PMP 1.1.2-3) Number of MACs with an updated Building Maintenance Schedule

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
GOL Property Disposals Guidelines approved, training developed and completed. Complete training with the GSA Monitors and MACs.	Transparent and accountable disposals process followed in the MACs and the GSA				
Continue coaching and OJT with the MACs and GSA Monitors to improve data quality.	Asset Register and Data collection procedures in place and being followed with monthly returns Tracking and control of GOL assets in each ministry				(PMP 1.1.2-3) Number of MACs with an updated Asset Register
Conduct Fleet Management OJT and support the MACs in collaboration with the GSA Monitors	Operational fleet managed using guidelines, thereby reducing cost to GOL				(PMP 1-3) Number of MACs maintaining 50% or more of their vehicles according to GSA schedule and standards
Create a GSA, all discipline 'operations manual' with guidelines for fleets, building management, asset management data collection, inventories, and property disposals.	Launched operations manual via the GSA website and in use by MACs for guidance for improved management and maintenance of fleet, assets and buildings.				
Extensive OJT with the GSA Monitors in all areas including fleet management and maintenance, building management and maintenance, and asset registry, inventories and disposal.	GSA Monitors are capable of providing advice to MACs on processes and procedures in all AM areas and collecting accurate data.				(PMP 1-3) Number of MACs maintaining 50% or more of their vehicles according to GSA schedule and standards
Assist with the maintenance of the Central GOL Asset Register through OJT.	Central assets register with, at a minimum, assets data from USAID-GEMS-targeted MACs to inform the budget for asset replacements				(PMP 1.1.2-3) Number of MACs with an updated Asset Register
Assist with implementation of asset management software, when available.	Assets management software is used both at the GSA and the MACs.				(PMP 1.1.2-3) Number of MACs with an updated Asset Register
Procurement—With MACs					
Improve procurement documentation/electronic filing	Documents are filed as procurement process progresses. Folders created, documents scanned and transferred into folders				(PMP 1.1-2) Number of MACs following the prescribed/required procurement processes

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Mentoring implementation of FY15/16 procurement plan	Timely submission of procurement documents for review. Assist implement the FY15/16 procurement activities, responding to queries and providing guidance. Review as many procurement processes as possible (e.g. bidding documents, evaluation reports, draft contracts) prior to submission to approving authorities to assure quality.				(PMP 1.1-2) Number of MACs following the prescribed/required procurement processes
Training for Procurement Efficiency	In collaboration with PPCC, roll out training in new initiatives in procurement to MACs as per PPCC capacity building program.				(PMP 1.1.2-4) Number of MACs with functional Procurement Structures
Procurement—PPCC as Regulator					
Dissemination of Regulations and MACs capacity building.	Assist PPCC sensitize stakeholders including political appointees on procurement regulations				(PMP 1.1-2) Number of MACs following the prescribed/required procurement processes
Procurement and Compliance Staff Oversight and Training - Enhance compliance monitoring tools and pilot use.	Assist PPCC finalize and pilot a comprehensive Procurement Performance Monitoring System				(PMP 1.1.2-7) Number of National GOL Performance Monitoring Systems (PMS or M&E) strengthened with GEMS assistance - Standardized procurement performance monitoring system developed, approved and applied in MACs by PPCC
Conduct Validation of 2013 Perception Survey	Assist the PPCC with consultants to validate the findings of the 2013 survey.				(PMP 1-2) Percent of surveyed procurement clients that “agree” or “strongly agree” that GOL Procurement System is “relatively corruption free”

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Monitoring & Evaluation					
Governance Commission					
Technical support toward the development of the second annual governance report and roll out of GC research and publication plan	Governance Commission 2014/15 Annual Governance Report Governance Commission quarterly journals for 2014/15				Number of national performance monitoring systems strengthened using USAID-GEMS assistance
National Bureau of Concessions					
Assist NBC to operationalize the approved concessions monitoring tool	Concessions monitoring tool effectively utilized by NBC and concessions to analyze and report on concessions performance				Number of national performance monitoring systems strengthened using USAID-GEMS assistance
Public Procurement & Concessions Commission					
Support PPCC to institute a structured procurement compliance monitoring system	PPCC able to develop robust tools and institutionalize periodic assessments across MACs and report on performance				Number of national performance monitoring systems strengthened using USAID-GEMS assistance
Liberia Institute of Public Administration					
Support development of LIPA M&E Plan, design and implementation of (i) client satisfaction survey, (ii) program quality index assessment.	LIPA able to assess impact of its programs on a sustainable basis. LIPA plan may contain GEMS PMP indicators but it is a primarily LIPA instrument for assessing a wide range of dimensions including training impact indicators.				Number of national performance monitoring systems strengthened using USAID-GEMS assistance
Civil Service Agency					
Work with CSA to develop M&E capacity to monitor ongoing projects and reforms within the CSA	CSA has a structured performance monitoring system which is utilized by management				Number of national performance monitoring systems strengthened using USAID-GEMS assistance

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Objective 2					
Strategic Leadership & Management					
Support LIPA to make representation to Government to constitute Board of Directors	Board established and functional. The President appointed the Board of Directors on September 15, 2015. The Board held its first meeting on October 1, 2015.				(PMP 1.2.2-1) Level of implementation of new LIPA fundamental governance and academic and management structures (BOD, Academic and Management Boards established)
Support LIPA to conduct regular meetings of Academic Board, Executive Management and subcommittees	Improved policy direction and implementation				
Mentor and support implementation of strategic plan	Institutional sustainability enhanced				(PMP 1.1.2-1) Institutional sustainability plan developed and approved
Training Program Management					
Support LIPA to implement innovative training programs, modules and techniques developed with GEMS assistance	LIPA's provision of sustainable, quality training to GOL personnel and other clients strengthened				(PMP 1.2-2) Scale of training (cumulative, with direct or indirect effects of GEMS); (PMP 1.2.-1) Number of technical products developed or revised using GEMS input Cumulative)
Support Academic Board to develop and revise academic policies	Academic Programs and policies improved				
Research and Consultancy Management					
Assist LIPA to pursue new business opportunities	Provision of quality research and consultancy services to clients enhanced				(PMP 1.2-1) Number of technical products developed or revised using GEMS assistance

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Support LIPA to generate new proposals - in response to RFPs or Unsolicited proposals	Institutional sustainability enhanced				
Human Capacity Development					
Selected demand-driven OJT requested by LIPA	Staff capacity to perform their functions effectively improved				
Specialized demand-driven TOTs requested by LIPA	Capacity of professional staff to effectively provide training, research and consultancy services improved				(PMP 1.2-1) Number of unique TOT trained to conduct standard training
Objective 3					
Support to Post-Ebola ICT Infrastructure					
Assist the MOPT and USG in post-Ebola ICT infrastructure initiatives	As required				
ICT Policy Development					
Assist in development of e-Gov/ICT Communications Strategy	Improved understanding and commitment to e-Gov strategy by stakeholders				
Improved ICT Services					
Assistance in developing strategy for GOL web-presence improvements	GOL & MACs have a structured roadmap and methodology to improve foundational e-Services				
Assistance in improving GOL web-presence	Improvements to selected e-Service				
ICT Internet and e-Services Infrastructure					
Procurement of mini shared services infrastructure	Selection of supplier and installation of Mini-Shared Services Centre				
Objective 4					
CIMS Implementation Support	CIMS implemented and used at NBC, FDA, MOA & EPA				

Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
		Oct	Nov	Dec	
Objective 5—CLOSED					
Economic Advisory Support					
(a) Direct economic advisory support to the Minister and technical support to EMT To continue working with the Deputy and Assistant Ministers in providing the necessary advisory support to the Minister.	Well researched advice to the Minister as Chair of technical EMT through policy briefs and technical notes of topical issues				
(b) Regular reports on the economy. To work on improving the quality, coverage and timeliness of the <i>Annual Economic Reviews</i> To initiate the production of a <i>Quarterly Report on the performance of the economy</i> in addition to the Annual Economic Reviews.	Annual Economic Review 2015				
(c) To continue mentoring and coaching of the economists by <ul style="list-style-type: none"> • Providing supervisory support and guidance; • Being a resource person in the seminars where the economists present their proposals, work-in-progress and final reports; and • Guiding the economists in the preparation of policy briefs for policy makers. 	Economists able to produce well researched analytical outputs and policy briefs				
President's Young Professionals Program					
Continued support and training for 7 PYPs assigned at the DBDP/MFDP in MTEF budgeting and execution	Increased output and efficiency of PYPs at the Ministry of Finance & Development Planning/Department of Budget				
Continued support and training for 3 PYPs supporting the National Concessions Cadastre	PYPs' skills developed in GIS, ICT and business process analysis				

	Key Activities	Expected Results and Deliverables	Timeline			PMP Indicators
			Oct	Nov	Dec	
	Participation in placement of the 3 PYPs as concessions specialists	PYPs placed in concessions-related entities				
	USAID-GEMS Advisors continue mentoring PYPs	PYPs' performance enhanced and working effectively within the public sector				



USAID | LIBERIA

FROM THE AMERICAN PEOPLE

SNAPSHOT

Improving Civil Service Performance Becomes GOL Key Priority

A viable performance management system is critical to creating a high performance culture of continuous improvement and service delivery effectiveness within the civil service.



Participants at the TOT on PMS pose with the Deputy Chief of party of USAID-GEMS at the training in LIPA.



The Director of Employment Services at the CSA interacting with participants at the Stakeholders' Forum on PMS.

Photo credit: IBI International

One of the key priorities of the Government of Liberia, through the Civil Service Agency (CSA), is to introduce a performance management system for managing performance of all employees of Ministries, Agencies, and Commissions (MACs) in Liberia. Institutionalizing a viable performance management system is critical to creating a high performance culture, continuous improvement and service delivery efficiency and effectiveness within the civil service. In line with this, the USAID-GEMS Human Resources (HR) function supported the CSA to develop a performance management policy manual and to pilot the system across MACs.

The performance management system (PMS) pilot started in March 2015 and was structured to run on a quarterly basis to enable sufficient practice of setting performance objectives (performance planning) and quarterly evaluations. To assist the CSA in institutionalizing PMS across MACs, the USAID-GEMS team has supported the CSA to develop job descriptions, a key document for PMS; and, in addition, undertaken the following interventions:

- ❖ **Stakeholders Forum on Performance Management System:** The USAID-GEMS HR Team provided support to the CSA in organizing a Stakeholders Forum for Deputy Ministers for Administration and Deputy Directors-General for Administration in order to boost buy-in by MAC leadership. At the forum, these participants were trained on the PMS process and Tools, and the CSA solicited their support in pushing the processes forward within their institutions. The forum was well attended with active participation of these high-level participants in discussions and exercises.
- ❖ **Training-of-Trainers on Performance Management System:** Another key intervention of the USAID-GEMS HR team was the organization of a joint PMS training-of-trainers. The training, which was collaboratively organized and jointly facilitated with CSA and LIPA in May 2015, enhanced the capacity of HR Directors and Assistants as resource persons on PMS within their respective institutions. Following the training, several HR Directors (CSA, GSA, and some outside the USAID-GEMS scope) have organized and facilitated in-house PMS trainings for Directors and Supervisors within their institutions.
- ❖ **On-the-Job Trainings and Coaching:** The USAID-GEMS HR Team also held follow up trainings and coaching sessions for HR staff and supervisors at various USAID-GEMS partner MACs. A number of these MACs (CSA, GC, PPCC, GSA, MOA, and MYS) have commenced their performance planning, while a few (NBC and LIPA) have done their performance planning and quarterly reviews for the first performance period.

The results of the PMS pilot will be used to develop a robust system for improving civil service performance culture in Liberia.



SUCCESS STORY

The GOL-adopted Cash Basis International Public Sector Accounting Standards

The MFDP CAG office promises to serve as the Central Management Agency that would provide sustainability to the FM assistance at the GOL



Liberia ministry of Finance

Photo credit: IBI International

The USAID-GEMS Financial Management (FM) Team has been engaging both the Comptroller and Accountant General's (CAG) Office and the Department of Budget and Development Planning (DBDP) within the Ministry of Finance and Development Planning (MFDP) to provide technical assistance in financial reporting and budget presentation. Collaboration with these two departments within the MFDP has improved in an effort to facilitate transparency in budget preparation and financial reporting ensuring compliance with the PFM Legal framework. This has led to the GOL-adopting Cash Basis IPSAS, as well as international best practices.

In collaborations with the technical DBDP team of the MFDP to develop the required PFM Law-compliant Government Financial Statistics (GFS): Classification of the Function of Government (COFOG) and Public Expenditure Financial Accountability (PEFA) Budget Summary Tables. These Budget Summary tables are necessary to be included in the overall budget submission to the Legislature in order for the GOL to comply with the PFM Law and to achieve better grading during a PEFA review, Open Budget Initiative survey, and other Budget Transparency reviews.

A procedure, a set of tools, and financial report templates has been developed with the CAG's Office to allow MACs to regularly report financial transactions and accounts data to the CAG that are currently not captured in IFMIS and not being included in the GOL's consolidated financial statements. This included information about donor-financed projects, fees collected as internally generated revenues (IGRs) by MACs, as well as advances or transfers made by the CAG to autonomous agencies, which are expensed within IFMIS.



USAID | LIBERIA

FROM THE AMERICAN PEOPLE

SNAPSHOT

LIBERIAN PUBLIC PROCUREMENT MAKES STRIDES

Hashing out the steps towards a more efficient procurement system, one process at a time



Photo credit: IBI International

A USAID-Governance and Economic Management Support (GEMS) Advisor trains Procurement Officers across Liberian Government entities.

Liberia’s public procurement agency distributes a pricing guide, trains vendors to be registered with a procurement system, and establishes a framework contracting model, all in the name of a more efficient procurement sector.

Liberia’s Public Procurement and The Concessions Commission has launched three initiatives to facilitate the procurement process across all Government of Liberia entities.

Public procurement is the purchase by governments of goods and services. Liberia’s Public Procurement and Concessions Act, most recently revised in 2010, provides a legal framework to mandate necessary steps. However, implementing the legal requirements has remained a challenge, due to institutional and professional limitations of putting law into practice in a country that has had to rebuild its institutions after the civil war’s end in 2003.

Three initiatives being supported by the USAID Governance and Economic Management Support Project (GEMS) include:

1. **Pricing Guide.** Recently created and now available to all government entities, it reviews a list of commonly used items, their specifications, and an average price index, derived as an average of multiple suppliers’ prices. This is serving as an easy reference for procurement divisions, as pricing guidelines can help them more easily negotiate for a better deal.
2. **Vendor Registry.** By training and then registering private sector vendors eligible to provide goods and services for government procurements, the PPCC is able to ensure that providers are able to meet the requirements of the procurement process. Training for providers, managed by the USAID-GEMS project, began in June 2015.
3. **Framework Agreement.** The Framework Agreement is the result of a competitive process and establishes an arrangement between government entities and providers on the terms under which specific purchases can be made. By setting up an agreement at the beginning of the fiscal year, government entities can make purchases throughout the year against these agreements, facilitating purchases at all times in the budget cycle, which was previously impossible to do.

By simplifying the procurement process, the PPCC is adding to the government’s ability to execute its anticipated financial commitments and more effectively manage Liberian funds.



SNAPSHOT

LIBERIA USES TECHNOLOGY TO BETTER MANAGE CONCESSIONS

To monitor the many layers of land rights issues, Liberia launches a concessions information management system as a hub of concessions-related information.



Photo credit: IBI International

NBC Executive Director, Hon. Ciata Bishop, stands between Concessionaires and the Houses' Chairman on Concessions.



Photo credit: IBI International

Legal Advisor to the President, Cllr. Seward Cooper, officially launches the CIMS.

The National Bureau of Concessions (NBC), in collaboration with the USAID Governance and Economic Management Support Project (USAID-GEMS), launched a new Concessions Information Management System, or CIMS, on Thursday, September 17, 2015.

The CIMS is a comprehensive concessions management solution specifically configured to cater to the needs of the Government of Liberia's concessions management entities. Features include a web-based interface, a fully relational records database, spatial data management tools, as well as a document management and reporting functionality. Using these features, along with its integrated workflow engine, the CIMS provides tools to enable the NBC to effectively monitor and evaluate the obligations on all concessions contracts.

The government of Liberia has recognized the pressing need for the software, and strongly feels that the harmonization of concession information is critical to the proper management of the concessions sector in Liberia. This new technology visualizes the many layers of concessions rights in one authoritative map, linking geospatial data with records about soil, utilities, transportation lines, land cover, and other information relevant to concessions.

The CIMS incorporates the National Concessions Cadastre, which is an electronic filing system to register real assets (land) and serves as the custodian of the natural resource information of Liberia including mining, forestry, and agriculture.

"The system will enable the effective and accurate storage and access of documents, reminders on activities, and gives reports indicating land areas occupied by concessions and overlaps in concession lands," noted Executive Director of the NBC, Hon. Ciata Bishop.

Led by the NBC, the CIMS is an initiative that connects the efforts of multiple concessions-related entities, as information can be linked and accessed from across government entities, allowing for efficient collaboration. Minister of Agriculture Dr. Moses Zinnah adds: "This is an important step for transparency and accountability, leading to effective decision making."

ANNEX 4: PYPP ANNUAL REPORT— FY2015



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

Total # of PYPs: 10

Placement: Ministry of Finance, Department of Budget, USAID-GEMS (MBE, EPA, MOA)

Placement Date: November

Name	Placement	Monitor/Supervisor		Summary of duties	Highlights	Challenges	Training needs
		USAID-GEMS	MFDP				
Paul P. Jerbo	Economics Management	Florence Harris	Dr. Alex Nuetah	<ul style="list-style-type: none"> Work in a short time, on policy documents Support ERSP, sustainable fisheries partnership agreement between the European Union, Represent the department of Economic Management in National Bureau of Fishery Industry Take part in the budget hearing at MFDP and work with the Budget working group at the Ministry 	<ul style="list-style-type: none"> Doing due diligence on LIPA and Mano River's budget proposals that were sent by them Doing a brief from every meeting attended to the Minister of Economic Policy 	<ul style="list-style-type: none"> Ability to influence co-workers and other staff 	<ul style="list-style-type: none"> Power Point presentation MS Access (Data base Management) Advance communication skills
Vamuyan Sesay	Economics	Doris Idahor	Hon. Gweh Gaye Tarwo				
Prince Saye Doelar	Project Investment Unit, Department of Budget & Development Ministry of	Tsri Apronti	Varmu Reeves	<ul style="list-style-type: none"> Contribute to the writing of the Ministry of Justice Hub project & the Ministry of Youth and Sports project (construction of 	<ul style="list-style-type: none"> Working on a National holiday (January 1) and late hours (12:00am Working during week-ends 	<ul style="list-style-type: none"> Training acquired from the Minister of Finance and Development Planning and PYPP 	<ul style="list-style-type: none"> SPSS, QuickBooks Emerging education soft wares

		Monitor/Supervisor					
Name	Placement	USAID-GEMS	MFDP	Summary of duties	Highlights	Challenges	Training needs
	Finance & Development Planning			youth center in Harper City, Maryland County) <ul style="list-style-type: none"> Contributed to the Monrovia consolidated school system project MCC's 22 schools renovation, ministry of Education, ministry of Youth and Sports Empowerment of vulnerable youth project Contributed to the writing PIU annual work plan 		responsive trainings	<ul style="list-style-type: none"> Community's outreach and awareness
Deborah Queminee	DBDP/Good Governance Pillar	Yaw Badu	Stanley Boah	<ul style="list-style-type: none"> Been assigned to an agencies by new supervisor 	<ul style="list-style-type: none"> Allotting for two months and doing project for my agency for fourth quarter 	<ul style="list-style-type: none"> Understanding Budgetary procedures 	Public Sector Accounting and Internal Control
Patience Y. Karley	Department of Budget & Development Planning	Cyprian Kamaray	Mr. Alieu F. Nyei	<ul style="list-style-type: none"> Assist in the preparation of the Citizen's Guide Participated in the distribution of the national Budget Calculated & compared the 2013/2014 Sector Allotments to the 2014/2015 Fiscal year Assisted in the Transparency & Accountability & Instructors Sectors working group 	<ul style="list-style-type: none"> Sector working group meeting Budget working group meeting Government is trying to fully inform its citizens about the National Budget through the Citizen's Guide 	<ul style="list-style-type: none"> Continue to enjoy a very cordial & professional working relationship with my supervisor and mentor 	<ul style="list-style-type: none"> IT Certificate training program Public speaking or oral presentation

Name	Placement	Monitor/Supervisor		Summary of duties	Highlights	Challenges	Training needs
		USAID-GEMS	MFDP				
Calvin Farngalo	Department of Budget	Anthony Waddell	Mr. Musa Dixon	<ul style="list-style-type: none"> Adjust my agencies budgets Prepare 3rd quarter allotment report Made recommendation to Consolidate the Spending Plans of 11 Ministries and Agencies under Transparency & Accountability sector 	<ul style="list-style-type: none"> Submission of a written report of my agencies progress Preparation of allotment analysis, Consolidation of M&A Spending Plans and the preparation of third & fourth projection analysis. 	<ul style="list-style-type: none"> Has been assigned as Budget Analyst for three agencies, with the responsibility of guiding them through their budget execution process. 	Public Financial Management
Daniel D. Wleh	USAID-GEMS/ Forestry Development Authority	Dr. R. Jerome Anderson		<ul style="list-style-type: none"> Provided update on USAID-GEMS Agricultural activities at Forestry Sector Working Group Develop Timber Sales Contract template(TSC) Develop of Agricultural Concession Template Analyzing concession agreements 	<ul style="list-style-type: none"> Reading concession agreements and identifying key areas of compliance Determining key requirements Prepare FSWG meeting report Preparation of template and assisting consultant with some vita pieces of information 	<ul style="list-style-type: none"> Everything (supervision, assignments/tasks, clear and concise instructions). 	<ul style="list-style-type: none"> Computer Technology, Procurement Asset management Data analysis Project management Speech writing and Report writing
Francilia Marah	USAID-GEMS/ Environmental Protection Agency	Murvee Gardiner		<ul style="list-style-type: none"> Summarized the Timber sale Contracts & Forest Management Contracts of FDA Complied USAI-GEMS2014/2015 work plan Demonstrated the system FlexiCadastre to FDA Modifying concessions monitor template Practicing the EPA Environmental Social 	<ul style="list-style-type: none"> Working with supervisor in creating ESIA permit into FlexiCadastre Monitoring temples for all concessions entities Demonstrating the system FlexiCadastre Interacting with Miss Ciata Bishop during her training at NBC 	<ul style="list-style-type: none"> Receiving full supervision from Mr. Anderson Giving the opportunity to learn new things Receiving full mentorship from my supervisor 	<ul style="list-style-type: none"> Office management Computer training

Name	Placement	Monitor/Supervisor		Summary of duties	Highlights	Challenges	Training needs
		USAID-GEMS	MFDP				
				Impact Assessment (ESIA) process in FlexiCadastré			
Precious W. Tokpa-Flomo	USAID-GEMS/ National Bureau of Concession	Mrs. Etmonia Martin - Lansana		<ul style="list-style-type: none"> Being part of a concessions & data management training with the Director General at NBC Developed the annual work plan for the cadastre unit at NBC Arrangement of Documents Was given the responsibilities by Miss Ciata A. Bishop, D.G, to meet intern at NBC 	<ul style="list-style-type: none"> Responsibility given me to set up the new cadastre office by the Director General of NBC Working cordially with colleagues Developing annual work plan for my department 	<ul style="list-style-type: none"> There is a cordial working relationship among my coworkers IT training at USAID-GEMS 	<ul style="list-style-type: none"> Training in project writing Project management IT training
Kulele Morris	Ministry of Finance & Development Planning	Marios Obwana	Mrs. Alice Williams	<ul style="list-style-type: none"> Contributing to the Budget Preparation process Manage data gathering & minute's preparation Participate in the one week Budget Preparation workshop Analyst for CU Required as part of Ebola outbreak Allotment for five community colleges & Cuttington University College 		<ul style="list-style-type: none"> Skills improvement Assigned with agency which is Cuttington University 	<ul style="list-style-type: none"> Public speaking

I. Summary of key duties and achievements of PYPs:

- Attended meetings with Mentors and Supervisors and took minutes;
- Provided updates on USAID-GEMS activities;
- Attended budget review hearing;
- Worked with Sector Ministries to advise and make inputs in the preparation of their 2014-2015 budget;
- Conducted community awareness on the Open Budget Initiative in the counties;
- Allotment for five community colleges & Cuttington university;
- Participated in the one-week Budget preparation workshop;
- Prepared 3rd quarter allotment report and made recommendations;
- Contributed to the Budget Preparation process by gathering data and preparing minutes;
- Contributed to the writing PIU annual work plan;
- Formed part of a concessions & data management training with the Director General at NBC; and
- Contributed to the writing of the Ministry of Justice Hub project & the Ministry of Youth and Sports construction of youth center in Harper city in Maryland County.

II. Relationship between Mentors and PYPs

- Mentoring is an important component of the Program aimed at moving PYPs closer to fulfilling the Program's ultimate objectives. All PYPs are assigned to a Mentor; these Mentors provide regular feedback and suggestions on progress and training needs of the each PYPs they are mentoring. Feedback 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: productivity at work place, stress management, customer service, procurement budgeting, effective office communication, research methodology, QuickBooks, procurement, etc.

IV. Immersion Excursion

- Immersion excursion is one of the key components of the Program designed to provide opportunities for PYPs to explore current and emerging career opportunities beyond Monrovia. Each Class has 2 immersion excursions annually—Class V had their last immersion excursion in June 2015 Grand Gedeh County.

V. Challenges

- The following are challenges that were reported by PYPs for the period:
 - Limited training opportunities at MFDP,
 - No written Term of Reference developed for PYPs at MFDP,
 - Lack of appropriate training in Governmental Budgeting, and
 - Lack of transportation to attend meetings and other functions.

ANNEX TABLE I: LIST OF PRODUCTS AND DELIVERABLES FY2015

USAID-GEMS Document Production Deliverables (updated for FY15 Q4)							
Document ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY
A397	Draft Mobile Money National Strategy for Liberia	5	FY15Q1	Technical Reports	A397_CBL-PAY Draft mMoney National Strategy for Liberia_2014 11 (od)	N	2/2/2015
A398	End of Assignment Report - John Sloyka	5	FY15Q1	Trip Reports	A398_PAY Exit Report Sloyka_2014 11 (js)	N	2/2/2015
A399	USAID/Nethope Ebola ICT Assessment Report	3	FY15Q1	Assessments	A399_USAID_LiberiaICTDeskReview_Final_2014 10 29	N	2/2/2015
A400	Dissemination Presentation for USAID/Nethope Ebola ICT Assessment Report	3	FY15Q1	Technical Reports	A400_MOPT-ICT-ICT4Ebola Response Presentation 2014 11 24 (aw)	N	2/2/2015
A401	Schedule of GOL ICT Priorities – Dec 2015	3	FY15Q1	Technical Reports	A401_MOPT-ICT-Govt ICT Priorities 2014 12 03 (aw)	N	2/2/2025
A402	ICT Handbook	3	FY15Q1	Technical Reports	A402_MOPT-ICT-ICT Handbook ver 3a 2014 10 03 (aw)	Y	2/2/2015
A403	National Taskforce on Ebola AM Fleet Register	1	FY15Q1	Database	A403_NTFE-AM Fleet Register 2014 10 20 (zk) (nl)	N	2/2/2015
A404	Operational Guidelines for Ebola Response Fleet	1	FY15Q1	Technical Reports	A404_NTFE-AM Operational Fleet Guidelines for Ebola Response 2014 10 20 (zk) (nl)	N	2/2/2015
A405	Proposal for Accessing CDRs in the Ebola Response	3	FY15Q1	Technical Reports	A405_MOPT-ICT Proposal for Accessing CDRs 2014 12 (aw)	N	2/2/2015
A406	Trip Report - Felipe Tejada	2	FY15Q2	Trip Reports	A406_LIPA-TR Trip Report Tejada_2015 03 10 (ft)	N	

USAID-GEMS Document Production Deliverables
(updated for FY15 Q4)

Docu- ment ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY
A407	LIPA Course Status Report	2	FY15Q2	Technical Reports	A407_LIPA-TR Course Status Report_2015 03 (ft)	N	
A408	LIPA Curriculum Development Workshop Final Report	2	FY15Q2	Technical Reports	A408_LIPA-TR CurDev Workshop Final Report_2015 02 18 (ft)	N	
A409	Presentation on CSA Performance Assessment Gaps	1	FY15Q2	Training Materials	A409_CSA-HR Performance Assessment Gaps_2015 02 12 (jsm)	N	
A410	Presentation on Writing of Job Descriptions	1	FY15Q2	Training Materials	A410_MACs-HR Writing Job Descriptions_2015 02 (pn)	N	
A411	Handouts and Activities for Job Description Training	1	FY15Q2	Training Materials	A411_MACs-HR Handouts and Activities for JD Training_2015 02 (pn)	N	
A416	CSA Performance Assessment Final Report	1	FY15Q3	Assessments	A416_CSA-HR Performance Assessment Final Report_2015 04 16 (js) (mas)	N	
A417	Trip Report - Jules Sebahizi	1	FY15Q3	Trip Reports	A417_CSA-HR Trip Report Sebahizi_2015 04 20 (js)	N	
A418	Trip Report - Felipe Tejada	2	FY15Q3	Trip Reports	A418_LIPA-TR Trip Report Tejada_2015 06 15 (ft)	N	
A419	Liberia CIMS Users Manual	4	FY15Q3	Training Materials	A419_MACs-C Liberia CIMS User Manual_2015 06 14	N	
A420	Trip Report - David Colvin	Cross-cutting	FY15Q3	Trip Reports	A420_Trip Report Colvin_2015 07 01 (dc)	N	
A421	CSA HR Skills Assessment Final Report	1	FY15Q3	Technical Reports	A421_CSA-HR Human Resource Skills Assessment Final Report_2015 06 30 (po et al)	N	

USAID-GEMS Document Production Deliverables
(updated for FY15 Q4)

Document ID	Document Description	Objective/Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY
A422	CSA HR Skills Assessment Competency Gap Analysis Position Roles - Annex 1	I	FY15Q3	Technical Reports	A422_CSA-HR Competency Gap Analysis Position Roles - Annex 1_2015 06 30 (po et al)	N	
A423	CSA HR Skills Assessment Competency Gap Analysis Staff Qualifications - Annex 2	I	FY15Q3	Technical Reports	A423_CSA-HR Competency Gap Analysis Staff Qualifications - Annex 2_2015 06 30 (po et al)	N	
A424	Ministry of Education Final Approved FM P&P Manual	I	FY15Q3	Training Materials	A424_MOE-FM Financial Management Manual_2013 11 30 (eb)	N	
A425	Civil Service Agency Final Approved FM P&P Manual	I	FY15Q3	Training Materials	A425_CSA-FM Financial Management Manual_2015 06 03 (mdg)	N	
A426	GOL Abridged e-Government Strategy	3	FY15Q3	Technical Reports	A426_MOPT-ICT GOL e-Government Strategy Abridged_2015 01 (pt)	N	
A427	Liberia Institute of Public Administration Final Approved FM P&P Manual	I	FY15Q3	Training Materials	A427_LIPA-FM Financial Management Manual_2015 06 25 (mdg)	N	
A428	Ministry of Post & Telecommunications Final Approved FM P&P Manual	I	FY15Q3	Training Materials	A428_MOPT-FM Financial Management Manual_2015 06 30 (fh)	N	
A429	2nd Trip Report - Elliot Acolatse	I	FY15Q4	Trip Reports	A429_GSA-AM Trip Report Acolatse_2015 07 (ea)	N	
A430	GSA Standard Policy Building Management Guidelines Final Draft	I	FY15Q4	Technical Reports	A430_GSA-AM Building Management Guidelines Final Draft_2015 07 (ea)	N	

USAID-GEMS Document Production Deliverables
(updated for FY15 Q4)

Docu- ment ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY
A431	GSA Standard Policy Building Maintenance Guidelines Final Draft	I	FY15Q4	Technical Reports	A431_GSA-AM Building Maintenance Guidelines Final Draft_2015 07 (ea)	N	
A432	GSA Building Management Training Workshop Presentation	I	FY15Q4	Training Materials	A432_GSA-AM Building Management Presentation_2015 07 (ea)	N	
A433	GSA Building Maintenance Training Workshop Presentation	I	FY15Q4	Training Materials	A433_GSA-AM Building Maintenance Presentation_2015 07 (ea)	N	
A434	CSA Strategic Plan Final	I	FY15Q4	Technical Reports	A434_CSA-HR Strategic Plan_2015 08 (js)	N	
A435	2nd Trip Report - Jules Sebahizi	I	FY15Q4	Trip Reports	A435_CSA-HR Trip Report Sebahizi_2015 08 22 (js)	N	
A436	GSA Standard Policy Building Management Guidelines for MACs	I	FY15Q4	Technical Reports	A436_GSA-AM Building Management Final Approved Document_2015 09 16 (ea)	N	
A437	GSA Standard Policy Building Maintenance Guidelines for MACs	I	FY15Q4	Technical Reports	A437_GSA-AM Building Maintenance Final Approved Document_2015 09 15 (ea)	N	
A438	GSA Standard Policy Property Disposal Guidelines	I	FY15Q4	Technical Reports	A438_GSA-AM Property Disposal Final Approved Document_2015 09 15 (ea)	N	
A439	Forestry Development Authority Final Approved FM P&P Manual	I	FY15Q4	Training Materials	A439_FDA-FM Financial Management Manual_2015 08 31 (mdg)	N	

**USAID-GEMS Document Production Deliverables
(updated for FY15 Q4)**

Docu- ment ID	Document Description	Objective/ Component	FY, Quarter Produced	Deliverable Type	File Name	For DEC?	Submitted to USAID on MM/DD/YY
A440	Environmental Protection Agency Final Approved FM P&P Manual	I	FY15Q4	Training Materials	A440_EPA-FM Financial Management Manual_2015 09 18 (mh)	N	
A441	Ministry of Health Final Approved FM P&P Manual	I	FY15Q4	Training Materials	A441_MOH-FM Financial Management Manual_2015 09 08 (mdg)	N	
A442	Ministry of Youth & Sports Final Approved FM P&P Manual	I	FY15Q4	Training Materials	A442_MOYS-FM Financial Management Manual_2015 09 23 (fh)	N	
A443	National Bureau of Concessions Final Approved FM P&P Manual	I	FY15Q4	Training Materials	A443_NBC-FM Financial Management Manual_2015 09 22 (mh)	N	
A444	National Investment Commission Final Approved FM P&P Manual	I	FY15Q4	Training Materials	A444_NIC-FM Financial Management Manual_2015 09 16 (mh)	N	
A445	General Services Agency Final Approved FM P&P Manual	I	FY15Q4	Training Materials	A445_GSA-FM Financial Management Manual_2015 09 15 (mdg)	N	
A446	The Governance Commission Final Approved FM P&P Manual	I	FY15Q4	Training Materials	A446_GC-FM Financial Management Manual_2013 07 17 (mh)	N	
A447	Public Procurement & Concessions Commission Final Approved FM P&P Manual	I	FY15Q4	Training Materials	A447_PPCC-FM Financial Management Manual_2015 09 14 (mdg)	N	

ANNEX TABLE 2: LISTS OF TRAININGS, WORKSHOPS AND EVENTS

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Financial Management					
FDA	Financial Management Policies and Procedures manual technical review and discussion.	June 18, 2015	12	8	Senior level management of the FDA and technical staff
USAID-GEMS supported-MAC	Introduction of Quarterly Reporting Framework for Donor-funded Projects and other Internally Generated Funds (IGR) received by autonomous agencies. This workshop was delivered by the CAG's office in collaboration with the USAID-GEMS FM Team.	May 7, 2015	40	15	Comptrollers, Chief Accountants and Project Accountants of USAID-GEMS sponsored-MACs.
MFDP	CAG donor-funded projects tools and procedures presentation	June 3, 2015	19	1	MFDP CAG staff and the GC Finance Manager
CSA	Financial Management Policies and Procedures manual validation workshop	May 21, 2015	18	6	Senior level management of the CSA and technical staff
GSA	Financial Management Policies and Procedures manual technical review and discussion.	May 28, 2015	8	3	Senior level management of the GSA and technical staff
MOPT	Financial Management Policies & Procedures manual validation workshop	June 2, 2015	9	7	Senior level management of MOPT & technical staff
NBC	PFM Law-compliant Financial Management Policies and Procedures manual technical review and discussion.	June 4, 2015	3	2	Comptroller and Finance staff.
EPA	PFM Law-compliant Financial Management Policies and Procedures manual technical review and discussion.	May 5, 2015	6	6	Senior level management of the EPA and technical staff
FDA	Financial Management Policies and procedures manual validation presentation	July 14, 2015	14	1	FDA Deputy Managing Director for Administration and Top Management of the FDA
GSA	Financial Management Policies and Procedures manual validation Presentation	September 22, 2015	15	3	GSA Director-General and Top Management of the G

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Human Resources					
GC	Performance Management System (PMS)	November 27, 2014	16	4	Commissioners, ED and Sr. Management Staff
CSA	PMS (Performance Planning)	December 15, 2014	2	3	PMS Outreach staff
PPCC	Training on PMS	Jan. 15, 2015	11	0	PPCC Senior Staff
MOA	Presentation on Job Descriptions	Feb. 19, 2015			Asst. Ministers and Directors of MOA
Sharks Center	Introductory Workshop on CSA HICD process	Feb. 12, 2015	26	14	CSA Senior Staff
GSA	Training on HRMIS	Feb. 27, 2015	6	2	HR staff of MYS and GSA
LIPA	Training on Writing Job Descriptions	March 9-10, 2015			HR Directors and Assistants of MACs
Corina Hotel	Workshop to present preliminary findings from Institutional Assessment of CSA	March 17, 2015	26	12	CSA Senior Staff
NBC	Training on Performance Planning	April 1, 2015	11	1	Supervisors of NBC
LIPA	Training-of-Trainers (TOT) on Performance Management System for HR Directors and Assistants	May 25-28	43	15	HR Directors and Assistants across MACs
CSA	Staff awareness workshop on PMS	19 May 2015	28	10	Professional and Technical staff, CSA
CSA	Training on PMS for Directors and Supervisors	24 May 2015	18	6	Directors and Supervisors , CSA
Shark's Center	Strategic Planning Workshop for CSA	May 22, 2015			CSA Senior Staff
Mamba Point Hotel	Stakeholders Forum on Performance Management System with the Civil Service Agency	May 13, 2015	21	13	Deputy Ministers and Deputy Directors-General For Administration
CSA	Meeting with HR Directors on Job Descriptions	June 19, 2015	30	16	HR Directors from all MACs
MOH	Training on Writing Job Descriptions	August 19, 2015	9	6	Staff of Ministry of Health
Libassa Ecolodge	Working Session on Job Descriptions	August 24-29, 2015	20	14	Staff of CSA, MACs, and GEMS
NBC	Training on PMS (Quarterly Evaluation)	September 15, 2015	24	5	Staff of NBC

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
USAID-GEMS	Working Session on Job Descriptions	September 15-17, 2015	10	8	Staff of CSA, MACs, and GEMS
USAID-GEMS	Working Session on Job Descriptions	September 22-24, 2015	7	8	Staff of CSA, MACs, and GEMS
MOA	Training on PMS (CSA & USAID-GEMS)	September 30, 2015	21	14	Staff of MOA
Asset Management					
GSA conference room	Vehicle preventative maintenance.	February 24 2015	14	0	Transport Manager, AM Director Mechanics, Drivers, workshop superintendents, DDG Admin
GSA conference room	Vehicle preventative maintenance.	February 26 2015	10	0	Transport Manager, AM Director Mechanics, Drivers, workshop superintendents, DDG operations.
GSA conference room	Generator Preventative maintenance	March 2 2015	4	0	Generator operators, mechanics, workshop superintendent
GSA conference room	Asset Management data collection modules 1-4	March 4th 2015	14	2	AM Director and the GSA Monitors
GSA conference room	Asset Management coding	March 5th 2015	14	2	AM Director and the GSA Monitors
GEMS small conference room	Building Management/Maintenance Guideline review	20 May 2015	6	1	directors of: Public Buildings, Assets, Property Bureau, and assistants
GEMS small conference room	Property Disposals guideline review	14 Sept 2015	6	0	directors of: Public Buildings, Assets, Property Bureau, and assistants

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
Monitoring & Evaluation					
GEMS Conference Room	Procurement compliance monitoring indicators for documentation and procurement methods	Nov 12, 2014	11	5	Procurement officers from 13 of the 14 GEMS-supported MACs
CSA	Outcome indicators for CSA Strategic Plan	August 6, 2015	3		CSA Head of Policy, Planning and M&E and his two M&E staff
Information Technology					
Mamba Point Hotel	e-Gov Knowledge sharing workshop	Nov 20, 2014	48	2	GEMS, USAID/Lab, MAC IT Technicians
Mamba Point Hotel	e-Gov Knowledge sharing workshop	Nov 20, 2014	16	6	GEMS, USAID/Lab, MAC Senior leadership
GEMS Office	Ebola Data Workshop	Nov 19, 2014	6	2	GEMS, USAID/Lab, UNICEF MOPT-PMO
GEMS Office	IT Training and Service Providers round table meeting	Nov 19, 2014	21	1	GEMS, USAID/Lab, UNICEF Innovations, IT Service Providers
MOPT-CIO Office	IT Service Management Implementation	Oct 21, 2014-Oct 27, 2014	5	0	GEMS/MOPT-CIO Office
GEMS Office	Basic IT Training MS Office, Networking & QuickBooks Accounting Software	May, 11 2014-Dec, 10 2014	6	3	GEMS, PYPs
MOPT Conference Room	Assist with MOPT ICT Handbook final stakeholder dissemination workshop	March 5, 2015	35	2	MOPT Ministers & IT Directors or reps from GOL MACs
GEMS Office	Roundtable discussion on Shared Service Model for ICT in GOL	Feb 3, 2015	19	2	Senior members of GOL ICT community
MOPT Conference room	Attendance at ICT Sector Workshop where all sectors presented on current and urgent projects. USAID-GEMS presented, on behalf of MOPT and together with the CIO, the new GOL e-Gov Strategy.	Jan 29, 2015	20	5	MOPT: Minister Norkeh, DMT, AMT, CIO, PMO & others, LTA: Commissioner Weeks, LTA board & tech staff, LIBTELCO: S Muah & technical staff

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
GEMS Office	Community of Practice meeting: Systems Administration: training & integration with solution pack	March 19, 2015	15	1	All Wave 2 MACs and selected Wave 1 MACs (where they were not previously exposed to Systems Administration Training events)
GEMS Office	GOL e-Gov Strategy and Enterprise Architecture and Health Information Systems	June 17, 2015	6	1	MOPT PMO/CIO and Senior MOHSW ICT representatives
STARZ College of Technology	IT Systems & Network Administration Training	April 27, 2015 – July 31, 2015	13	2	All Wave 2 MACs and selected Wave 1 MACs (where they were not previously exposed to Systems Administration Training events)
MOPT E-Liberia Conference room	Discussion of Service Level Agreement (SLA) requirements, scope and implementation with vendor and MAC's technicians	Aug 17th 2015	12	2	IT technicians from SLA LOT1 MACs and the Service Provider (Computer Shop)
MOPT E-Liberia Conference room	Discussion of Service Level Agreement (SLA) requirements, scope and implementation with vendor and MAC's technicians	August 25th 2015	9		IT technicians from SLA LOT2 MACs and the Service Provider (Mwetana)
Gems Conference Room	Impact and opportunities for smaller ICT businesses once the Liberia Internet Exchange Point launches	August 4, 2015	24		Liberian ICT Service Providers & Consultants (excluding the Mobile Network Operators) i.e., Small & Medium size ICT businesses. Also attendance by USAID-Lab & CIO for part of the session
Concessions					
Governance Commission	Meeting on Roles and Responsibilities in Concessions and PPPs	Jan. 29, 2015	14	2	GOL Officials
VPA Support Unit Project Office	Discussion of Concession Information Management System (CIMS) Implementation at FDA	Feb. 9, 2015	4	0	2 FDA personnel, John Casey (VPA Support Unit Project), Jerome Anderson (USAID-GEMS)
USAID-GEMS Office	Review Concessions Reporting Template	Feb. 18, 2015	8	1	NBC personnel, USAID-GEMS Concession Advisor
USAID-GEMS Office	Review Concessions Reporting Template	Feb. 25, 2015	7	2	NBC personnel, USAID-GEMS Concession Advisor, PYP

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
USAID-GEMS Office	Review Concessions Reporting Template	March 3, 2015	8	1	NBC personnel, USAID-GEMS Concession Advisor, PYP
Forestry Development Authority	Presentation of CIMS functionality	March 5, 2015	7	1	FDA personnel, John Casey of VPA Support Unit Project, USAID-GEMS Concession Advisor, 2 PYPs
Governance Commission	Meeting of Working Group to harmonize laws relating to land governance	March 12, 2015	14	1	Various GOL Officials representing the Governance Commission, the Land Commission, the Forestry Development Authority, the National Bureau of Concessions and the Forestry Development Authority. Two USAID-GEMS advisors also attended (DCOP - Technical and Concessions Advisor).
Forestry Development Authority	Initial discussion on USAID-GEMS assistance to FDA on Monitoring and Evaluation	March 23, 2015	5	0	The Deputy Managing Director for Operations plus two FDA staff, plus the USAID-GEMS Monitoring and Evaluation Advisor and the USAID-GEMS Concessions Advisor.
Forestry Development Authority	CIMS Prototype Process Review	April 21, 2015	7	4	
FDA	FlexiCadastre Training I	15 - 19 June	17	8	FDA employees from various FDA departments -- Commercial Forestry, Community Forestry, Conservation
FDA	FlexiCadastre Training II	July 2, 2015	7	4	FDA employees from various FDA departments -- Commercial Forestry, Community Forestry, Conservation
USAID-GEMS Office	MACs – FlexiCadastre Training	July 14 – 16, 2015	9	5	Staff from concession entities but primarily from NBC
FDA	GIS & Work Flow Training	Aug. 25 – 26, 2015	8	5	FDA employees from various FDA departments
USAID-GEMS Office	MACs – Concessions Training	Aug. 26 – 31, 2015	13	6	Staff from concession entities

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
FDA	Work Flow Training	Sept. 1, 2015	7	4	FDA employees from various FDA departments
NBC	Forestry Concession Training	Sept. 1, 2015	5	5	
LIPA					
LIPA Training Room	TOT Workshop on Curriculum Development & Adult Learning Strategies I	4 February 2015	17	3	LIPA Trainers & Professional Staff
LIPA Training Room	TOT Workshop on Curriculum Development & Adult Learning Strategies II	10 February 2015	17	3	LIPA Trainers & Professional Staff
LIPA Training Room	TOT Workshop on Curriculum Development & Adult Learning Strategies I	28 February 2015	7	2	LIPA External Trainers
LIPA Training Room	TOT Workshop on Technical Proposal Writing I	5 February 2015	12	7	LIPA Consultants, Researchers and Trainers
LIPA Training Room	TOT Workshop on Technical Proposal Writing II	24 March 2015	13	3	LIPA Consultants, Researchers and Trainers
Procurement					
LIPA Training Room	Advanced Procurement Clinic - Topics - Specification /Terms of Reference writing, Bid Evaluations and Contract Monitoring/ Management	February 16, 2015	17	7	USAID- GEMS MACs Procurement Practitioners
LIPA Training Room	Advanced Procurement Clinic - Topics - Specification /Terms of Reference writing, Bid Evaluations and Contract Monitoring/ Management	February 17, 2015	16	7	USAID- GEMS MACs Procurement Practitioners
LIPA Training Room	Advanced Procurement Clinic - Topics - Specification /Terms of Reference writing, Bid Evaluations and Contract Monitoring/ Management	February 18, 2015	18	6	USAID- GEMS MACs Procurement Practitioners
LIPA Training Room	Advanced Procurement Clinic - Topics - Specification /Terms of Reference writing, Bid Evaluations and Contract Monitoring/ Management	February 19, 2015	18	7	USAID- GEMS MACs Procurement Practitioners
LIPA Training Room	Advanced Procurement Clinic - Topics - Specification /Terms of Reference writing, Bid Evaluations and Contract Monitoring/ Management	February 20, 2015	18	7	USAID- GEMS MACs Procurement Practitioners

Location	Training/Event	Date	Number of Participants		Type of Participants
			Male	Female	
GC Conference Room	Roles & Responsibilities	April 22, 2015	14	10	Members of Procurement Committee and user department
Zwedru, Grand Gedeh County	Public Procurement Awareness (Guidelines, Procedures and Processes)	April 27-28- , 2015	38	3	County Government Officials, Administrators and Procurement Practitioners
Gbarnga, Bong County	Public Procurement Awareness (Guidelines, Procedures and Processes)	April 29-30, 2015	47	9	County Government Officials, Administrators and Procurement Practitioners
Tubmanburg, Bomi County	Public Procurement Awareness (Guidelines, Procedures and Processes)	May 6, 2015	28	7	County Government Officials, Administrator and Procurement Practitioners
GSA Conference Room	Vendors database, Small Business Act, non- consulting services and framework contracting	August 3, 2015	44	5	Procurement Practitioners for GOL procuring entities
GSA Conference Room	Vendors database, Small Business Act, non- consulting services and framework contracting	August 4, 2015	38	7	Procurement Practitioners for GOL procuring entities
GSA Conference Room	Vendors database, Small Business Act, non- consulting services and framework contracting	August 5, 2015	26	7	Procurement Practitioners for GOL procuring entities
GSA Conference Room	Vendors database, Small Business Act, non- consulting services and framework contracting	August 6, 2015	30	6	Procurement Practitioners for GOL procuring entities
GSA Conference Room	Vendors database, Small Business Act, non- consulting services and framework contracting	August 7, 2015	27	6	Procurement Practitioners for GOL procuring entities
TOTAL					

ANNEX TABLE 3: LIST OF STTA CONSULTANTS FY15

Specialist Name (Last, First)	Purpose of Consultation	Achievements
Elliot Acolaste	Building Maintenance and Building Management guidelines along with training modules	Guidelines now approved.
Dr. Peter Obala <i>HR Consultant</i>	Led the HR competency assessment of the CSA staff.	Conducted HR competency assessment and produced a report indicating competency gaps and proposed solutions.
Jules Sebahizi <i>Institutional Development Consultant</i>	Led the Institutional assessment of CSA to identify performance gaps and root causes, as well as proposed solutions as part of the holistic HICD process with the CSA.	Conducted the Institutional Assessment of CSA and produced a report indicating performance gaps, root causes, proposed solutions and implementation plan.
Jules Sebahizi <i>Institutional Development Consultant</i>	Led the development of the 3-year Strategic Plan and implementation plan for the CSA	Strategic Plan and implementation plan developed and approved.
Amadou Thera	Continue training of PYPs in the use of FlexiCadastre; refine business processes for EPA	PYPs trained and able to use FlexiCadastre and CIMS; defined business procedures.
Rufus Wenkor, <i>Data Collector</i>	To carry out data collection for “Rapid Assessment of Impacts of Decentralized Tax Collection Windows”	Complete Data Set
Jim Gawolo, <i>Data Collector</i>	To carry out data collection for “Rapid Assessment of Impacts of Decentralized Tax Collection Windows	Complete Data Set
Paul Nartey <i>HR Advisor, Pay Grading (Pay Grading Consultant)</i>	Conduct Job Classification (Pay Grading) for all positions within the Liberian Ministries, Agencies and Commissions (MACs).	<ul style="list-style-type: none"> • Revised Establishment and Manning Requirements indicating staff categories, numbers and vacancies for MACs. • Human Resource Planning and Budgeting (Manpower Hearing) Sessions held for MACs. • Submission of List of jobs with confusing position titles within the MACs to CSA. • On-the-job training in the rudiments of job classification /grading for selected Staff and Analysts of CSA, HR Directors and their staff of MACs. • Sundry Job Descriptions for the Liberian Ministries, Agencies and Commissions (MACs) completed. • Job Factors and Factor Descriptions or job grading definitions submitted and approved.

Specialist Name (Last, First)	Purpose of Consultation	Achievements
		<ul style="list-style-type: none"> • Job Classification guidelines prepared
Felipe Tejada <i>Curriculum Development Specialist</i>	Conducted three TOT workshops on Curriculum Development and Adult Learning Strategies for LIPA trainers, professional staff and external faculty	Facilitated the development of standardized curriculum format approved for use at LIPA. Adult learning strategies have been adopted for use by all LIPA trainers
Eden Reeves <i>ICT in Public Sector Improvement Consultant</i>	Advise on suitability of ICT Shared Services Model for Infrastructure and Services, and ICT Staff Pooling arrangements	Draft recommendations complete; awaiting certainty on resource allocations in the sector before final report
Lincoln Sawoh <i>IT Programmer</i>	Convert four concessions reporting templates into fillable pdf format	Templates converted, reviewed by MACs, approved by NBC and officially launched

ANNEX TABLE 4: EQUIPMENT, FURNISHINGS & SUPPLIES TO MAC'S JULY 2011–SEPTEMBER 2015

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
CSA	Cyberoam	UTM/Firewall	Finance Department	13-May-13	7,458.52
CSA	Antivirus	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
CSA	Computer	Dell Precision M4800 laptop	Job Classification, pay and Grading	11-May-15	1,280.00
CSA	Computer	Dell Precision M4800 laptop	Job Classification, pay and Grading	11-May-15	1,230.00
CSA	Computer	Dell Precision M4800 laptop	Job Classification, pay and Grading	11-May-15	1,230.00
CSA	Computer	Dell Precision M4800 laptop	Job Classification, pay and Grading	11-May-15	1,230.00
CSA	Computer	Dell Precision M4800 laptop	Job Classification, pay and Grading	11-May-15	1,230.00
CSA	Computer	Dell Precision M4800 laptop	Job Classification, pay and Grading	11-May-15	1,230.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
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
GC	Computer	Dell Optiplex 390 Desktop Computer & Monitor	Finance Department	31-Jan-13	950.00
GC	Computer	Dell Optiplex 390 Desktop Computer & Monitor	Finance Department	31-Jan-13	950.00
GC	Computer	Dell Optiplex 390 Desktop Computer & Monitor	Human Resources	31-Jan-13	950.00
GC	Computer	Dell Optiplex 390 Desktop Computer & Monitor	Procurement	31-Jan-13	950.00
GC	Computer	Dell Optiplex 390 Desktop Computer & Monitor	Human Resources	31-Jan-13	950.00
GC	Computer	Server PowerEdge T620	IT Control	31-Jan-13	6,500.00
GC	UPS	APC Server UPS	APC	31-Jan-13	2,500.00
GC	Switch	CISCO - Managed Network Switch	Cisco	31-Jan-13	1,500.00
GC	Cyberoam	Cyberoam - UTM/Firewall	Cyberoam	31-Jan-13	4,900.00
GC	Server	Cables, installation and clients configuration of the server	IT Control	31-Jan-13	3,595.00
GC	Safe	Fire proof office safe 130kg H/duty	Finance Department	1-Apr-13	816.75
GC	QuickBooks Software	QuickBooks (fee + service plan)	Finance Department	19-Feb-13	2,632.00
GC	Computer	Dell Optiplex 3010 Desktop Computer & Monitor	Assets Management	24-Dec-13	950.00
GC	Computer	Dell Optiplex 3010 Desktop Computer & Monitor	Human Resources	24-Dec-13	950.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
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 (3 years 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
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
GSA	Computer	Dell Precision M4800 laptop	Assets Management	11-May-15	1,230.00
GSA	Computer	Dell Precision M4800 laptop	Assets Management	11-May-15	1,230.00
GSA	Computer	Dell Precision M4800 laptop	Assets Management	11-May-15	1,230.00
GSA	Computer	Dell Precision M4800 laptop	Assets Management	11-May-15	1,230.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
GSA	Computer	Dell Precision M4800 laptop	Assets Management	11-May-15	1,230.00
GSA	Computer	Dell Precision M4800 laptop	Assets Management	11-May-15	1,230.00
GSA	Computer	Dell Precision M4800 laptop	Assets Management	11-May-15	1,230.00
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 I7-4702MQ 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

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
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
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 1- 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

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
MOPT	Local Area Network (LAN)	IT/ICT Infrastructure platform (UPSs, server, printer/scanners, cyberoam, cabling, network points, tools kits, etc.) to enable the deployment of computer equipment.	MOPT	28-Aug-15	31,675.00
MOPT	Computer	Dell Laptop computer - LATITUDE E5540	Finance	21-Oct-14	1,450.00
MOPT	Computer	Dell Laptop computer - LATITUDE E5540	Finance	21-Oct-14	1,450.00
MOPT	Computer	Dell Laptop computer - LATITUDE E5540	Human Resource	21-Oct-14	1,450.00
MOPT	Computer	Dell Laptop computer - LATITUDE E5540	Procurement	21-Oct-14	1,450.00
MOPT	Computer	Dell Laptop computer - LATITUDE E5540	Fleet Management	21-Oct-14	1,450.00
MOPT	Computer	Dell Laptop computer - LATITUDE E5540	Asset Management	21-Oct-14	1,450.00
MOPT	Computer	Dell Laptop computer - LATITUDE E5540	IT	21-Oct-14	1,450.00
MOPT	Computer	Dell Precision M4800 laptop	Finance Department	11-May-15	1,230.00
MOPT	Computer	Dell Precision M4800 laptop	Finance Department	11-May-15	1,230.00
MOPT	Computer	Dell Precision M4800 laptop	Finance Department	11-May-15	1,230.00
MOPT	Computer	Dell Precision M4800 laptop	Fleet Management	11-May-15	1,230.00
MOPT	Battery Bank	Information and communication Technology (ICT) and Power system solution for MOPT (LOT I-set up an Inverter with Battery Bank system to provide safe and uninterrupted power supply for MOPT core networking equipment	MOPT	30-Sep-15	34,965.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
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
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

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
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
NBC	Computer	Dell Precision M4800 laptop	Finance Department	11-May-15	1,230.00
NBC	Computer	Dell Precision M4800 laptop	Concessions	11-May-15	1,230.00
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

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
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 I	13-May-13	1,036.47
PPCC	Computer	Desktop Computer	Procurement I	13-May-13	1,036.47
PPCC	Computer	Desktop Computer	Fleet Management I	13-May-13	1,036.47
PPCC	SBS	SBS 2011 Standard Edit	IT Room	13-May-13	1,036.47
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
PPCC	Computer	Dell Precision M4800 laptop	Compliance Office	11-May-15	1,230.00
PPCC	Computer	Dell Precision M4800 laptop	Compliance Office	11-May-15	1,230.00
PPCC	Computer	Dell Precision M4800 laptop	Compliance Office	11-May-15	1,230.00
PPCC	Computer	Dell Precision M4800 laptop	Compliance Office	11-May-15	1,230.00
PPCC	Computer	Dell Precision M4800 laptop	Compliance Office	11-May-15	1,230.00
PPCC	Computer	Dell Precision M4800 laptop	Finance Department	11-May-15	1,230.00
EPA	Computer	HP PrBook 650 G1	Finance Department	21-Oct-14	1,769.49
EPA	Computer	HP PrBook 650 G1	Finance Department	21-Oct-14	1,769.49
EPA	Computer	HP PrBook 650 G1	Human Resource	21-Oct-14	1,769.49

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
EPA	Computer	HP PrBook 650 G1	Procurement	21-Oct-14	1,769.49
EPA	Computer	HP PrBook 650 G1	Fleet Management	21-Oct-14	1,769.49
EPA	Computer	HP PrBook 650 G1	Asset Management	21-Oct-14	1,769.49
EPA	Computer	HP PrBook 650 G1	IT	21-Oct-14	1,769.49
EPA	Local Area Network (LAN)	IT/ICT Infrastructure platform (UPSs, server, printer/scanners, cyberoam, cabling, network points, tools kits, firewall, patch channel, Anti-virus, etc.) to enable the deployment of computer equipment.	EPA	2-Sep-14	28,749.57
EPA	Computer	Dell Precision M4800 laptop	Concessions IMS	11-May-15	1,230.00
FDA	Computer	Dell Laptop computer - LATITUDE E5540	Finance	21-Oct-14	1,450.00
FDA	Computer	Dell Laptop computer - LATITUDE E5540	Finance	21-Oct-14	1,450.00
FDA	Computer	Dell Laptop computer - LATITUDE E5540	Human Resource	21-Oct-14	1,450.00
FDA	Computer	Dell Laptop computer - LATITUDE E5540	Procurement	21-Oct-14	1,450.00
FDA	Computer	Dell Laptop computer - LATITUDE E5540	Fleet Management	21-Oct-14	1,450.00
FDA	Computer	Dell Laptop computer - LATITUDE E5540	Asset Management	21-Oct-14	1,450.00
FDA	Computer	Dell Laptop computer - LATITUDE E5540	IT	21-Oct-14	1,450.00
FDA	Lockers	Four compartment steel lockers and cable lockers for laptops.	IT Department	2-Sep-14	563.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
FDA	Local Area Network (LAN)	IT/ICT Infrastructure platform (UPSs, server, printer/scanners, cyberoam, cabling, network points, tools kits, firewall, patch channel, Anti-virus, etc.) to enable the deployment of computer equipment.	FDA	28-Aug-14	25,750.00
FDA	Computer	Dell Precision M4800 laptop	Finance Department	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Finance Department	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Finance Department	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Finance Department	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Concessions IMS	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Concessions IMS	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Concessions IMS	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Community Forestry	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Community Forestry	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Community Forestry	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Community Forestry	11-May-15	1,230.00
FDA	Computer	Dell Precision M4800 laptop	Community Forestry	11-May-15	1,230.00
MOHSW	Computer	HP PrBook 650 G1	Finance	21-Oct-14	1,791.76
MOHSW	Computer	HP PrBook 650 G1	Finance	21-Oct-14	1,791.76
MOHSW	Computer	HP PrBook 650 G1	IT	21-Oct-14	1,791.76
MOHSW	Cyberoam	UTM/Firewall + SVS 3yrs	Procurement	2-Sep-14	5,074.00
MOHSW	Printer	Network Printer	Finance/General	2-Sep-14	570.82
MOHSW	Extended HHD	Back-up HHD	General	2-Sep-14	872.09
MOA	Computer	Dell Optiplex 3020	Finance	11-Dec-14	1,175.44

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
MOA	Computer	HP ProBook 650 G1	Finance	11-Dec-14	1,175.44
MOA	Computer	HP ProBook 650 G1	Human Resource	11-Dec-14	1,175.44
MOA	Computer	HP ProBook 650 G1	Procurement	11-Dec-14	1,175.44
MOA	Computer	HP ProBook 650 G1	Fleet Management	11-Dec-14	1,175.44
MOA	Computer	HP ProBook 650 G1	Asset Management	11-Dec-14	1,175.44
MOA	Computer	HP ProBook 650 G1	IT	11-Dec-14	1,175.44
MOA	Local Area Network (LAN)	IT/ICT Infrastructure platform (UPSs, server, printer/scanners, cyberoam, cabling, network points, tools kits, firewall, patch channel, Anti-virus, etc.) to enable the deployment of computer equipment.	MOA	11-Dec-14	32,608.48
MOA	Computer	Dell Precision M4800 laptop	Asset Management	11-May-15	1,230.00
MOA	Computer	Dell Precision M4800 laptop	Concessions IMS	11-May-15	1,230.00
MOA	Battery Bank	Information and communication Technology (ICT) and Power system solution for MOA (LOT 1-set up an Inverter with Battery Bank system to provide safe and uninterrupted power supply for MOA core networking equipment	MOA	30-Sep-15	34,965.00
MYS	Local Area Network (LAN)	IT/ICT Infrastruct platform (UPSs, server, printer/scanners, cyberoam, cabling, network points, tools kits, firewall, patch channel, Anti-virus, etc.) to enable the deployment of computer equipment.	MYS	28-Aug-14	25,750.00
MYS	Computer	DELL LATITUDE E5540 Laptop	Finance	21-Oct-14	1,450.00
MYS	Computer	DELL LATITUDE E5540 Laptop	Human Resource	21-Oct-14	1,450.00
MYS	Computer	DELL LATITUDE E5540 Laptop	Procurement	21-Oct-14	1,450.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
MYS	Computer	DELL LATITUDE E5540 Laptop	Fleet & Asset Management	21-Oct-14	1,450.00
MYS	Computer	DELL LATITUDE E5540 Laptop	IT	21-Oct-14	1,450.00
MYS	Computer	Dell Optiplex 3020 Laptop	MVTC - Finance Department	21-Nov-14	950.00
MYS	Computer	Dell Optiplex 3020 Laptop	MVTC - Finance Department	21-Nov-14	950.00
MYS	Desk UPS	1100 VAC APC	MVTC - Finance Department	21-Nov-14	590.00
MYS	LAN support	IT/ICT Equipment (All-in-one printer/copier/scanner, Extended HHD and Surge protector, Security locks and steel lockers)	MYS	21-Nov-14	1,000.00
MYS	Computer	Dell Precision M4800 laptop	Asset Management	11-May-15	1,230.00
MYS	Computer	Dell Precision M4800 laptop	MVTC - Finance Department	11-May-15	1,230.00
NIC	Computer	Dell Optoplex 390 laptop	Fleet Management	31-Jan-13	950.00
NIC	Computer	Dell Optoplex 390 laptop	Finance Department	31-Jan-13	950.00
NIC	Computer	Dell Optoplex 390 laptop	Human Resource	31-Jan-13	950.00
NIC	Computer	Dell Optoplex 390 laptop	Procurement	31-Jan-13	950.00
NIC	Computer	Dell Optoplex 390 laptop	Finance Department	31-Jan-13	950.00
NIC	Computer	Dell Optoplex 390 laptop	Finance Department	1-Feb-13	950.00
NIC	QuickBooks Software	QuickBooks (fee + service plan)	Finance Department	19-Feb-13	2,632.00
NIC	Computer	HP 2255N Laptop	Finance Department	31-Jan-13	750.00
NIC	Computer	HP 2255N Laptop	Finance Department	31-Jan-13	750.00
NIC	Local Area Network (LAN)	IT/ICT Infrastructure platform (UPSs, server, printer/scanners, cyberoam, cabling, network points, tools kits, firewall, patch channel, Anti-virus, etc.) to enable the deployment of computer equipment.	NIC	31-Jan-13	18,485.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
NIC	Computer	Dell Precision M4800 laptop	Finance Team	11-May-15	1,230.00
MFDP	Revenue Window	IT equipment, furniture and appliances (Desktop computers, photocopier, printers, UPSs, air-conditioners, desks, chairs and metal cabinets) for decentralized revenue collection window.	RIA Collectorate	1-Feb-13	13,878.00
MFDP	Revenue Window	IT equipment, furniture and appliances (Desktop computers, photocopier, printers, UPSs, air-conditioners, desks, chairs and metal cabinets) for decentralized revenue collection window.	Temple of Justice Revenue Window	1-Feb-13	6,261.00
MFDP	Tax Payer's Center	IT equipment and furniture (Desktop & laptop computers, printers, UPSs, desks, and chairs) for Tax Payer's Center	MFDP Ground Floor	3-Dec-12	11,320.00
MFDP	Sky Connector Pro	Sky Pilot Networks (Sky Connector Pro) as Customs Wireless Transmitter	MFDP - Customs/Revenue	25-Sep-12	1,150.00
MFDP	Revenue Window	IT equipment and furniture (Desktop computers, printer, air conditioners, UPSs, desks, and chairs)	National Archives Collectorate	11-Aug-13	7,588.00
MFDP	Revenue Window	IT equipment, furniture and appliances (Desktop computers, photocopier, printers, UPSs, air-conditioners, desks, chairs and metal cabinets) for decentralized revenue collection window.	Ministry of Lands, Mines and Energy Collectorate	1-May-14	10,795.00
MFDP	Electronic Billboard	Giant outdoor Electronic Billboard TL10 Piazza SW	Open Budget Initiative	12-Nov-12	77,499.57
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/C AG	Computer	Dell Precision M4800 laptop	Financial Reporting & Reconciliation Units	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
MFDP/D BDP	Computer	Dell Precision M4800 laptop	Budget Preparation & OJT	11-May-15	1,230.00
LRA	Revenue Window	IT equipment, furniture and appliances (ACs, chairs, desks, cabinets, waveip radio, Desktop computer, Dot metric printer, UPSs and office Jet printer) for	Bureau of Immigration (BIN) Revenue Window	23-Sep-15	7,493.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
		decentralized revenue collection window.			
LRA	Revenue Window	IT equipment, furniture and appliances (ACs, chairs, desks, cabinets, waveip radio, Desktop computer, Dot metric printer, UPSs and officejet printer) for decentralized revenue collection window.	Ministry of Commerce and Industry (MoCI) Revenue Window	23-Sep-15	10,405.00
LRA	Revenue Window	IT equipment, furniture and appliances (ACs, chairs, desks, cabinets, waveip radio, Desktop computer, Dot metric printer, UPSs and officejet printer) for decentralized revenue collection window.	Ministry of Transport (MoT) Revenue Window	23-Sep-15	12,418.00
LRA	Revenue Window	IT equipment, furniture and appliances (chairs, desks, cabinets, waveip radio, Desktop computer, Dot metric printer, UPSs and officejet printer) for decentralized revenue collection window.	Ministry of Health (MoH) Revenue Window	23-Sep-15	13,888.00
LRA	Revenue Window	IT equipment, furniture and appliances (chairs, desks, cabinets, Desktop computer, Dot metric printer, UPSs and officejet printer, standing fans) for decentralized revenue collection window.	Ministry of Labor (MoL) Revenue Window	23-Sep-15	4,005.00
LRA	Revenue Window	IT equipment, furniture and appliances (chairs, desks, cabinets, Desktop computer, Dot metric printer, UPSs and officejet printer, standing fans) for decentralized revenue collection window.	Liberia Business Registry (LBR) Revenue Window	23-Sep-15	3,470.00
LRA	Revenue Window	IT equipment, furniture and appliances (cabinets, Desktop computer, Dot metric printers, UPSs) for decentralized revenue collection window.	Ministry of Foreign Affairs (MoFA) Revenue Window	23-Sep-15	1,910.00

MAC	Item	Description	Department Allocation	Date of Purchase	Value in US\$*
LRA	Revenue Window	IT equipment, furniture and appliances (chairs, cabinets, waveip radio, Desktop computer, Dot matrix printers, UPSs and officeJet printer) for decentralized revenue collection window.	Ministry of Post and Telecommunications (MOPT) Revenue Window	23-Sep-15	8,818.00
LRA	Revenue Window	IT equipment, furniture and appliances (chairs, cabinets, Desktop computer, Dot metric printers, UPSs, Extension Cords, photo copier and office Jet printer) for decentralized revenue collection window.	Forestry Development Authority (FDA) Revenue Collection Window	23-Sep-15	12,110.00
LRA	Revenue Window	IT equipment, furniture and appliances (5 KVA generator, standing fan, chairs, desks, cabinets, waveip radio, Desktop computer, Dot metric printer, UPSs and officeJet printer) for decentralized revenue collection window.	Duala Market Revenue Collection Window	23-Sep-15	15,310.00
LRA	Revenue Window	IT equipment, furniture and appliances (5 KVA generator, standing fan, chairs, desks, cabinets, waveip radio, Desktop computer, Dot metric printer, UPSs and officeJet printer) for decentralized revenue collection window.	Paynesville Redlight Market Revenue Collection Window	23-Sep-15	12,650.00
TOTAL					\$1,061,224.27

* Items under \$500 not included

For more information contact www.ibi-usa.com

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

Coconut Plantation, UN Drive
Adjacent to Atlantis Guest House
Mamba Point,
Monrovia, Liberia
Tel: 231 (0) 88-688-3502
www.gemsliberia.com

IBI International
2101 Wilson Blvd
Suite 1110
Arlington VA 22201- USA
Tel: 1-703-525-2277
www.ibi-usa.com