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## **GOVERNANCE AND ECONOMIC MANAGEMENT ASSISTANCE PROGRAM GEMAP**

Implemented by: IBI International

# Highlights of GEMAP Short-Term Technical Assistance

*To address critical, specialized technical assistance needs across Government of Liberia institutions supported by USAID, five Short Term Technical Assistance advisors were fielded during the period of May-June 2009, an unprecedented number and frequency of short-term technical assistance assignments at any given time since GEMAP's inception in 2006. Highlights of these short-term technical assignments are outlined below.*

### ***Assessment of the Wologisi Iron Ore Deposit***

The concessions process in Liberia suffers from the lack of scientific data and analytical skills to assess the potential value of the nation's mineral assets. The availability of accurate, up-to-date information on mineral deposits is instrumental in realizing the true investment potential of Liberia's mineral assets, and in providing information and guidance to potential investors during the bidding process. The availability of information will strengthen the chances to attract qualified bidders. In response to this need, IBI fielded an international expert for 38 days to assess the economic value and viability of the Wologisi deposit, an estimated \$2-\$3 billion investment expected to be tendered as a concession in the coming year. The assessment took into consideration a number of factors including geological features, fiscal provisions, and comparative valuation information to other local and global projects of a similar nature. The resulting information is the first of its kind to be used as a basis to solicit Expressions of Interest for a formal tender request for a mineral deposit in Liberia.

### ***Development of an Artisanal and Small Scale Mining (ASM) Regime for Liberia***

ASM is an important sector in Liberia, and ASM activities are widespread in the country. GOL estimates that more than 100,000 Liberians are working as artisanal miners. (Liberia PRSP, 2008). The sector provides a livelihood to a sizeable proportion of the population. As there is no industrial scale mining currently taking place in Liberia, all of the current mineral production is attributable to the ASM sector. The position of the GOL has been that the ASM sector, if properly regulated and supported, has the potential to provide a launching pad for the economic development of sustainable rural communities.

As in other Mano River Union countries, the history of the sector, particularly diamond mining, is marred by association with conflict and war. Other challenges facing the sector include illegal activities (there are only 300 licensed ASM operations), unsustainable operations, negative

environmental and social impacts, and land use conflicts. In order to support GOL efforts in this area, IBI fielded an international expert to develop an ASM Regime for Liberia, which seeks to institute effective management of the sector through appropriate regulation; support of the sector through facilitation of access to mineral deposit information, technology, capital, capacity building, and market access; and organisation for advocacy and managing relationships with other stakeholders, including large-scale mining companies and farmers. The draft report, currently under review by Ministry of Lands, Mines and Energy, includes an ASM Regime for Liberia, an implementation plan, and proposed amendments to the Mining and Minerals Act to govern the ASM sector.

### ***Development of a Strategic Work Plan for the Liberia Anti-Corruption Commission (LACC)***

In June 2006, the Government of Liberia, in partnership with civil society, adopted a comprehensive National Anti-Corruption Policy, declaring corruption as “public enemy number one.” Shortly after, a National Anti-Corruption Strategy (NACS) was adopted. In accordance with this strategy, the LACC was established, with the mandate to investigate and effectively prosecute all cases of corruption. As with most newly developed institutions in Liberia, the development of the LACC has been hindered by lack of institutional, human, and financial capacity. In response to a request for technical assistance, IBI fielded an international anti-corruption expert to assist the LACC in adopting an appropriate functional framework and developing an operational plan. Technical assistance support during this period included efforts to develop consensus on 20 key institution-building ideas and 15 high priority project ideas; draft the LACC's first public brochure and first public awareness poster; and review a draft code of conduct, an income and asset disclosure form, and four internal documents including by-laws and internal code of ethics. The expert created buy-in from the General Audit Commission and the National Bureau of Investigation for the creation of a NACS Steering Committee, as well as buy-in from key civil society organizations for collaborative programs, including the creation of a LACC/NGO legislative working group, and the development of corruption complaint resolution centers in selected counties.

### ***Process Mapping Training at the Liberia Petroleum Refining Corporation (LPRC)***

A key step in instituting appropriate and effective internal controls in an organization is the mapping of business processes to identify high risk areas. IBI fielded an international expert to provide modern business process mapping training to a select number of LPRC staff, who will then train other members of their departments in process mapping. The participants were assigned one of several key LPRC business processes to map, including ship-to-shore, truck loading, and procurement. Each participant was evaluated at the end of the course, with a high success rate for the participants..

### ***Human Resource Management Training at Roberts International Airport (RIA)***

As GEMAP shifted its focus to intensified capacity building in organizational efficiency to achieve cost savings for the government, IBI fielded an international human resources expert to develop a modern Human Resource Manual for RIA and to provide formal and on-the-job capacity building in human resource management. The expert also delivered a four week course to RIA managers in effective leadership and organizational management. The course was well attended and highly praised by RIA management, and widely covered by local media.