



GOVERNANCE AND ECONOMIC MANAGEMENT ASSISTANCE PROGRAM (GEMAP)

Liberia has made significant progress on the road to recovery since the end of the civil war in 2003. Nevertheless, decades of dysfunction and corruption are not easily eradicated and need confrontation in order to advance the Government of Liberia's reform agenda and equitable, diversified growth. The Governance and Economic Management Program, a multi-donor agreement with the Government of Liberia began operation in early 2006. The President of Liberia and the US Ambassador co-chair an oversight Economic Governance Steering Committee supported by a technical working group.

CHALLENGE

To restore the public trust in government and attract private and foreign direct investment Liberia has to stem diversion of state resources, manage public finances transparently, deliver government services, and demonstrate the political will to prosecute corruption. The government needs to raise taxes and revenue from state-owned enterprises and the lucrative timber and mining industries to rebuild the country, ensure stability, and embark on sustainable development. Promises to root out corruption need to be borne out in practice and matched by activities that instill an anti-corruption culture and ethic at all levels of public service.

USAID GEMAP PROGRAM

Under GEMAP, USAID provides technical assistance and training to executives and technical staff in:

- Financial Management and Accountability
- Improving Budgeting and Expenditure Management
- Improving Procurement Practices and Granting of Concessions
- Establishing Effective Processes to Control Corruption

Internationally Recruited Financial Controllers (IRFC) work under GEMAP for three state-owned enterprises (SOE)— National Port Authority (NPA), the Liberia Petroleum Refining Corporation (LPRC), Roberts International Airport (RIA)— and with the Forest Development Authority (FDA). The Controllers work directly with the Managing Directors of the SOEs exercising binding co-signatory authority on all financial transactions. USAID funding also contributes to rebuilding or refurbishing critical infrastructure at the state-owned enterprises.

USAID also supports three additional GEMAP expert advisors:

- Concessions expert at the Ministry of Lands, Mines and Energy (MLME)
- Port Operations specialist at the National Port Authority (NPA)
- Management expert at the General Services Agency (GSA)

In April 2008, an advisor to the Bureau of the Budget and an IFRC at the NPA completed their assignments. USAID funding for GEMAP in FY 2008 is over \$5 million USD.

GEMAP PROGRAM	
FY2008 ESTIMATES	US\$ (MILLIONS)
Public Sector Executive Function	4,191,000
Anti-Corruption Reform	940,000

Based on an internal review in early 2008, USAID is stepping up efforts on knowledge transfer and capacity building to ensure the sustainability of the new systems as donors withdraw. Training continues in the areas of budgeting, management information systems, financial management, accounting, procurement and anti-corruption resources. An evaluation of GEMAP is underway in 2008 and some changes are anticipated in government priorities and the technical assistance mechanisms that are used.

Key Partners in FY 2008

Government of Liberia:

- Ministry of Lands, Mines, and Energy
- Bureau of the Budget,
- Forest Development Authority
- State-owned enterprises: Robertsfield International Airport (RIA), National Port Authority (NPA), and
- Liberia Petroleum Refining Company (LPRC)

Donors:

- The World Bank, International Monetary Fund, European Union

Projects:

- International Business Initiatives, Inc. (IBI): GEMAP Liberia Improved Budgets, Assets, and Mining Management (LIBAMM) 2006-2009
- Segura/LP3 Partners, LLC: GEMAP Internationally Recruited Financial Controllers (IRFC) and executive training 2006-2008