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## **LIBERIA TRADE POLICY AND CUSTOMS (LTPC)**

### **ANNUAL REPORT**

July 1, 2012 – June 30, 2013

CONTRACT NUMBER: EEM-I-00-07-00005

TASK ORDER NUMBER: TO 11

DELOITTE CONSULTING, LLP

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# CHIEF OF PARTY REPORT

## Summary of reporting period activities

The second year for LTTPC has been fast paced and has seen further positive traction on all fronts and in all components of the project. Effective September 2012, the project SOW was extended to add crosscutting HICD component designed to address targeted training and HR issues in both our counterpart Ministries, MoF BCE and MoCI.

We have seen further movement and change of staff in both our counterpart Ministries. At Ministerial level the MoCI has seen wholesale change with the top management, including the Minister, completely altered. This has had a remarkable effect and allowed a real drive for change to emerge. Within the MoF BCE we recently lost one of the great champions for change, Deontee King-Sakie, who has embarked on a Master's degree in the US. On the positive side, we saw the appointment of a Director IPR, Jerry Diah and a Director Brokers Licensing, William Gegeh plus the appointment of Mohammad Bility as the Deputy Commissioner for Policy. A permanent BCE Commissioner has not yet been appointed, the acting Commissioner has now been in his role for almost 15 months.

During the year we have continued to use STTA where required; but experience and knowledge of the different work areas has allowed us to be more selective and targeted in our approach, this coupled with the expansion of the team through our HICD add-on has enabled us to cover much ground. The team has continued to build on their relationships with counterparts and is considered part of the 'overall' team in both our counterpart Ministries. LTTPC has continued to respond to all counterpart requests and where able and time has permitted the team has responded with advice and assistance to the counterparts' requests even beyond the project scope.

Our relationships with other donors have continued to be robust and the project has taken care not to duplicate efforts or to undo work previously completed by donor partners, on the contrary we have sought to build on past progress made.

The COP, DCOP and team members, new and old remain deployed in both the MoCI and the MoF BCE. Specific tasks are highlighted in each of the Ministries and we are happy to report the following:

- LTTPC team carried out training for Customs officers in five locations in Liberia, Monrovia Freeport, RIA, Ganta, Voinjama and Zwedru. Three topics were covered: Harmonized Tariff, Standard operating procedures and the introduction to IPR enforcement. A total of 63 operational officers were trained and the feedback from officers was positive, especially in the regions, where this is the first training of its kind. This was a true partnership effort with input from both LTTPC personnel and BCE trainers.
- LTTPC team carried out comprehensive 'Training Needs and Organizational Functional Capacity Assessments' in both our counterpart Ministries. These reports and their findings were accepted by both Ministries and have driven the LTTPC team's direction and approach to the implementation of findings. The reports covered HR functions, training needs and HRIS.
- A large part of the focus of LTTPC project over the past year has been the development of trainers within our counterpart Ministries. LTTPC undertook a series of ToT, (Training of Trainers), workshops designed to impart the necessary skills required, not only to conduct training; but also to develop training curriculum and training materials. Twenty one participants from across our two counterpart Ministries took part and feedback from participants was extremely encouraging.
- Within BCE eight training teams were formed and tasked to prepare eight training modules for the BCE phase 1 induction training, to be delivered to new recruits to BCE. LTTPC advisors mentored the training teams throughout the process and facilitated a pilot program delivered to eleven currently serving officers. Feedback from the trainees was taken into account and the finalized phase 1 induction training was duly delivered to eighty new recruits by the newly trained BCE trainers. This is a first for BCE and through their new found

confidence the BCE training team has embarked on the mapping of the phase II training modules.

- The MoCI has for the first time formed its own training unit. Their first task is the development of a MoCI induction program which will be delivered to all MoCI staff members, (regardless of vintage), during July and August 2013. This is a one day training event and will involve approximately 200 staff broken down into manageable groups. All preparation for the training has been facilitated through LTTPC and as an added bonus every participant will be required to sign the MoCI code of conduct.
- The implementation of a functioning HRIS in both the MoCI and BCE is well underway and will be completed in the early part of August 2013. LTTPC advisors have worked in conjunction with counterparts to ensure user-friendly and sustainable databases are implemented. The focus within BCE is a training database, which can be expanded to include officers under the proposed Revenue Authority umbrella. The database within the MoCI is more traditional in nature and will cover required HR information.
- LTTPC team completed a reorganization of all MoCI hard-copy HR files into lockable and secure file cabinets, thereby curtailing the practice of open access to staff files and the unauthorized removal of documentation. The exercise highlighted gaps in many staff files and two MoCI staff have been assigned to the follow-up action required to complete the files. We are pleased to report that 80% of files are now complete and the figure rises daily.
- In February 2013 the LTTPC team organized and facilitated a Senior Management Retreat for MoCI. The Minister and all Deputy and Assistant Ministers attended. Moving the management away from the distraction of the Ministry worked well and during the retreat LTTPC was able to pare down a perceived 42 ‘top priorities’ to just 6 top program areas and two cross-cutting support areas. Having identified the benefit of the retreat the MoCI asked LTTPC to facilitate a second retreat, which MoCI funded. This retreat focused on Strategic planning and took place in May 2013. As a result of the retreat the MoCI have clarified their new mission and vision and LTTPC continue to work with counterparts to complete the 2013-16 Strategic plan.
- LTTPC advisors continued to drive the WTO initiative during the last year and were instrumental in drafting the MoU between GoL and SIDA. The SIDA program officially started on the 23<sup>rd</sup> of April. LTTPC prepared a status report for the SIDA program that outlined recommended next steps and a smooth transition of responsibility took place. Two full-time SIDA funded consultants are now in country; however LTTPC remained available for historical data and clarification issues and will do so until project close.
- The LTTPC CCN LTTA training/HR advisor Pewee Reed joined the team at the MoCI in the later part of year two and easily integrated himself within the Ministry and LTTPC. It is remains our hope that Pewee will remain with MoCI beyond the program end. As part of the LTTPC sustainability building approach, our advisors will support Pewee and ensure he has appropriate tools to carry forward the MoCI training/HR vision.
- The long awaited re-licensing of brokers finally took place in year two. Previously licensed brokers have been renewed and examinations, (designed by LTTPC) were carried out for a further 133 applicants. The pass rate was around 60% and this has highlighted the inadequacy of the training provided by the Liberian Brokers Association. The issue is being addressed by BCE and they will now be part of future training delivery in an oversight capacity. It is anticipated that licensing examinations will be carried out on an annual basis and all licensed brokers will be required to renew their license on an annual basis. This exercise has now laid the foundation for a more professional relationship between BCE, importers and brokers.
- At this time we are disappointed to have to report that the new Customs Code and the New IP legislation have still not been ratified. The issue has been brought up with the relevant

Ministers and it is hoped that with WTO accession in mind things may finally move in a positive direction.

In the remaining time we have available LTFC will prepare for the handover to our counterparts and ensure that they are furnished with all relevant materials in both hard and soft copies.

## ACTIVITIES PLANNED DURING THE SECOND PROJECT YEAR

The conclusion of our second year has seen positive progression of the key activities and consolidation of activities carried out during the previous project implementation period and has included the following logistical and technical elements:

- **Personnel mobilization:** Over the course of year two the project continued to build our LTTA team. The following project personnel were deployed on the project on a full time basis and it is anticipated that the majority of the team will remain with the project until its final month, during which there will be a gradual call down of personnel. (August 2013). The exception to this is Philip Pleiwon, our DCOP, who left the project in April 2013:
  - Mr. Glenn Mackenzie-Frazer, Chief of Party (COP)
  - Philip Pleiwon, Deputy Chief of Party (DCOP) – IBI International, (April 2013)
  - Rufus Chamberlain, CCN Operations/Security Manager – RSM
  - Fanta Conde-Barclay, CCN IPR Advisor -Deloitte
  - Edwin Martin, CCN Trade Facilitation and Integration Advisor – IBI International
  - Katie Fahrland, Trade Liberalization Advisor – Deloitte
  - Robert Letchford, Senior HR & Training Advisor -- Deloitte
  - Chirag Rajpuria. HR & Training Advisor -- Deloitte
  - Brian Foster, Senior HR & Training Advisor -- Deloitte
- **Home office management team**
  - Dr. Stephen Lewarne, Engagement Principal
  - Ms. Alyona Polomoshnova, Engagement Manager
  - Mr. Remy Olsen, Home Office Project Associate
- **Year 2 STTA deployment**
  - Julie Leaf, NTB Advisor
  - William Thibodeau, P&MD Advisor
  - Kate Head, Outreach Advisor
  - Diana Osinski, ToT Trainer
  - Mark Eghrari, IPR Advisor
  - Ian Laycock, SME Customs/Training
  - Pewee Reed, Training Coordinator
  - Arturs Madzulis, Brokers Expert
  - Guillaume Foutry, Database Expert

### **STTA Deployment Plan for the final 2 months of the project:**

Area	Name	LOE	Approx. Deployment Date
Standards laboratory	Kassaye	24 days	July

- **Project operations and local offices set-up:** The LTPC project team have continued to use every possible opportunity to work hand-in hand with key project counterparts, including deployment of project advisors on counterpart's premises to the extent possible. The project team has co-located work space with our key counterparts, Ministry of Finance Customs Headquarters and the Ministry of Commerce & Industry. Working space is also available in

the IP office, located within the MOCI. The project continues to maintain a small remote project office with reliable Internet connection, printing equipment and power generation equipment, in order to ensure productive use of the project team's work time and minimizing the impediment of the currently unreliable infrastructure.

The activities above are the general logistical activities and specific activities related to the project SOW by component and are within the project plan framework.

## **SECOND YEAR IMPLEMENTATION RESULTS**

### **COMPONENT 1: TRADE LIBERALIZATION IN LIBERIA**

The Ministry of Finance (MOF) Bureau of Customs and Excise (BCE or Customs) continues to undertake the exercise to align the customs tariff structure with the World Customs Organization's Harmonized System for Tariff Classification Convention. Lack of a completely harmonized system inhibits the gathering, production and comparative analysis of timely and accurate national trade statistics. The current lack of trade data and poor transparency in the existing national customs tariff classification system undermines trader voluntary compliance and permits discretionary practices by customs officials. These factors discourage trading and drive up overall costs of doing business.

The LTPC project team has worked with the GOL to correct these weaknesses in the Customs tariff structure and its administration at border posts, where, according to MOCI officials, the majority of illegal and substandard activity reportedly takes place. These activities helped to move Liberia towards achieving its vision for simplifying tariff policies and reducing non-tariff trade barriers to stimulate expanded trade flows and economic expansion.

#### ***Expected Result 1 – Tariff Simplification, Harmonization, Implementation, and Reduction of Nontariff Barriers***

##### **Activity 1: Incorporate ECOWAS standards into GOL's draft National Trade Policy**

The current draft has now been updated; but after review by LTPC project team and MOCI, the policy in general is not adequate and appears to contain plagiarized sections from the National Trade Policy of Sierra Leone. The issues were brought to the attention of the Minister and at this time no decision has been taken on whether to attempt to salvage the current draft or to review the whole situation with a view to a complete new draft. The MOCI are committed to completing the National Trade Policy document and LTPC will continue providing support as long as possible; however it may be something which is taken out of our hands due to the proximity of the LTPC project end date.

##### **Activity 2: Rationalize and harmonize tariff structures with ECOWAS**

The responsibility for the harmonization and rationalization of the tariff structure remains with the Ministry of Finance. Harmonization and rationalization has been completed and the proposed tariff now meets the requirements of the 2012 harmonized system for classification. Liberia took the approach not to graduate their harmonization efforts; but to move immediately to the latest international tariff system. A trade sensitization program began during the last quarter of year two. LTPC facilitated the first large scale sensitization event during April. The event was held at the Liberian Chamber of Commerce premises and was well attended by a cross section of the trading community. Even when adopted by the GoL it will take a number of months before the Common External Tariff, (CET), will actually come into effect, as the whole process of review and acceptance by all ECOWAS members needs to take place. The MoF have already discussed the issue of getting the new tariff into the hands of the trading community and are currently erring toward carrying out the printing and making the new tariff available at 'print cost price'. Once adopted the MoF should also post the tariff on their website, where it can be more easily updated. As previously reported, the WTO is supportive of the structure of the new Liberian tariff and their positive feedback will spur the MoF to continue with their implementation efforts.

The Government of Liberia has not made any decision on the adoption of the ETLS. Discussions continue within GoL and LTTPC has ensured that the study carried out through L-MEP has been highlighted again, as a source of pertinent material in the decision making process. LTTPC will continue to monitor the situation; however the decision to adopt the ETLS remains with GoL. One point to reiterate is that Liberia has now passed the dead line for receiving any subsidy from ECOWAS once the ETLS is adopted. The cut-off point was January 2013 and no subsidy will now be paid should there be a loss of revenue through adoption of the protocol. Having said this, our near neighbor, Sierra Leone, signed the protocol with the subsidy as a hook, and have thus far failed to be compensated by ECOWAS.

#### Activity 3: Train Customs and Trade Officials

##### **Bureau of Customs and Excise (BCE)**

During year two the training activities took place within BCE. There was a cross-cutting element to the initial ToT training as LTTPC felt it expedient to include a number of counterpart colleagues from the MoCI in this training event. Also included in this section are other cross-cutting activities related to training and HR.

##### **Training Needs and Organizational Functional Capacity Assessments**

The LTTPC team designed, developed, and implemented an assessment of BCE training needs and functional capacity in the areas of training, development, and associated human resource (HR) management functions to support training and development activities within the BCE. An assessment report with recommendations was drafted and submitted to the Assistant Minister Revenue, Commissioner BCE, and other key stakeholders on the 1<sup>st</sup> November, 2012 for their consideration. Subsequently the report was accepted along with recommendations, which the LTTPC team has assisted the BCE to implement, working closely with the Director Common Services and the Director Training and Development Unit, BCE.



*Center -Senior HR Advisor Robert Letchford and counterpart colleagues, pictured during part of the HICD assessment at Bo Waterside Border Post*

The LTTPC team designed and developed a ToT program, which consisted of 4 interrelated courses: Instructional Systems Design, Curriculum Development, Test Writing and Presentation and

Facilitation Skills. The first two courses were delivered over a three-day period December 4<sup>th</sup>-6<sup>th</sup> 2012 for sixteen BCE officers and five MoCI colleagues to build a cadre of in-house trainers both at BCE and at MoCI. The remaining two courses took place during May of 2013. This work was completed to enable sustainable in-house capacity development of BCE and MoCI workforces as the LTPC project team assists both organizations to develop and institutionalize training and development functions.



### **Tier 1 Phase 1 Induction Training Program**

As a result of the commencement of the ToT Program a working group was formed within BCE and facilitated by the LTPC team to agree the Phase 1 Induction Training Program Curriculum to be delivered to newly recruited BCE staff. A curriculum of eight training modules was agreed, (BCE Roles and Functions, Conditions of Service and Probation, Code of Conduct - Ethics & Behavior, Occupational Health and Safety, Overview of Cargo Environment, Introduction to Revenue Assessment, Introduction to Risk Management & Compliance Systems and Import Clearance & ASYCUDA). The working group led to the formation of 8 teams of trainers tasked to prepare the Phase 1 Induction Training Program. The teams were mentored by both current LTPC consultants and a Customs Subject Matter Expert, (Ian Laycock), in the development of the required training materials and curriculum. This system of mentoring worked extremely well and created a high level of ownership and sustainability of the training within BCE. The trainers guide, the participants guide, all 8 modules along with presentation slide decks were completed and ready for delivery to the anticipated 80 new recruits.

To further prepare our newly trained trainers for their first live action LTPC facilitated a pilot induction course, which took place from May 7<sup>th</sup> – 10<sup>th</sup> and 15<sup>th</sup> – 17<sup>th</sup>. This was a useful exercise as it allowed the trainers to gain confidence in their new skills and iron out any kinks in the delivery of technical material. It was also of benefit to those who took part, (11 trainees), as no kind of introduction to work in BCE has previously existed. It also proved effective as the trainees were able to provide quality feedback on the content of the modules and the performance of the trainers.



Pre and post training tests were undertaken and the results of the tests showed that even officers who had previously served in the BCE improved their knowledge of its operations.

After the completion of the pilot induction training program the BCE TDU was tasked by the Deputy

### **Induction Training with Recruits**

<sup>1</sup> Above left is a photograph of the participant group who attended the USAID funded ToT program facilitated by the LTPC team and on the right Dr Michael Nicholson, (USAID), meeting with ToT participants Mr. Saa Samoi, Deputy Commissioner Urban Ports, Mr. Gregory Natt, Training & Development Unit Director and Mr. Papee Sumo, Director Common Services.

Minister Revenue to undertake induction training of the eighty (80) new BCE recruits. The LTPC team provided access to resources such as printing of the newly completed Phase 1 Induction Training materials and associated PowerPoint slides, Instructor Guide and copies of pre and post-course tests.

The BCE TDU delivered this training, during the last week in June, (24<sup>th</sup> - 28<sup>th</sup>), with sideline mentoring assistance from the LTPC team and this was a demonstration of the impact of the works completed to date by the LTPC team.

### **Senior Management retreat MoCI**

In February 2013 LTPC organized and facilitated a two day Senior Management Retreat. This was purposely held outside the capital, in order that there would be minimum distractions, maximum concentration and full engagement by the participants. This was a highly successful and pivotal event and the main areas of note are:

- A focus on perceived priorities, paring the list down from 42 to 6
  - Prepare and deliver a presentation to Cabinet on access and next steps for WTO accession.
  - Ensure proper enforcement of the Liberian Investment Code
  - Create and adopt a new export strategy
  - Achieve accreditation for the National Standards Laboratory
  - Review and redraft the National Trade Policy
  - Carry out a reform of the Consumer protection inspectorate.

(A further two cross-cutting priorities were also identified; but are of a more overarching nature and longer duration. Staff Development and IT and Infrastructure development).

The event also facilitated:

- Team building and informal interaction between Ministers.
- An agreement reached to form a training advisory board within the MoCI, which will for the first time tie training and capacity building to the Ministry's strategic goals.
- Agreement on the National IP office organizational structure, which was reviewed in conjunction with three invited IPR specialists.
- Identification of follow-up leadership interventions and next steps.



*Former Minister of Commerce and Industry, Miata Beysolow, (center), during the Senior Management Retreat. The two day event was both enjoyable and fruitful.*

As a direct result of the management retreat and in recognition of its value to the Ministry, the LTPC team was requested by the newly confirmed Minister, (Axel Addy), to facilitate a Ministry funded Strategic Planning Workshop held on the weekend of May 25<sup>th</sup> -26<sup>th</sup> with approximately forty (40) senior managers, directors and ministers in attendance. The workshop achieved the following:

- Minister presented new mission and vision statements for the Ministry
- Strategic Objectives for the period 2013-16 were presented and agreed
- A 3-year plan for each strategic objective was developed
- 1 year operational plans were developed for each strategic objective
- Timeline for completion of the Strategic Plan and responsible persons identified with a completion deadline of August 2013.



**Strategic Planning Retreat**

Subsequent to the completion of the Strategic Planning Retreat the LTPC team has provided ongoing support to the Deputy Minister Commerce & Industry to drive the Ministry working group to complete the drafting of the Strategic Plan for 2013-16 so that it can then be shared with donors, partners, and other stakeholder groups. The LTPC advisors have continued to support the Ministers as they work to complete a sound Strategic Plan, and restructure the Ministry around its delivery. LTPC is confident that the August timeline will be met and feedback will then be sought from the above mentioned parties.

### **Training of operational BCE Officers**

During year two LTPC carried out a series of training workshops focusing on three topics: Introduction and adoption of Standard Operating Procedures, (developed by LTPC), Introduction and use of the HS Tariff and a basic enforcement guide for IPR. LTPC carried out the training for customs officers in 5 locations in Liberia, three of which were in remote regions. A total of 63 officers received training and the feedback from officers was extremely positive especially from those officers in the remote regions where this is the first training of its kind. This was a true partnership effort with input from both LTPC personnel and BCE trainers. LTPC believe that BCE will now carry forward the training model, (dependent on funding), to enable regional implementation of the decisions and changes made centrally.



*Training participants during the final LTPC/BCE regional training event held in Zwedru Director IPR Jerry Diah,(center), introduces trainees to IPR enforcement methods at borders.*

#### Activity 7: Develop NTB elimination action program

The first meeting of the National Trade Facilitation Forum (NTFF) finally took place on the 30<sup>th</sup> of April. The meeting was well attended by both the public and private sector and opened the long awaited debate on trade barriers. The meeting was chaired by Deputy Minister of Commerce Eastman, who has been given prime responsibility for its future. Highlighted during the meeting is the lack of outreach to the private sector. GoL through its Ministries continues to make changes and carry out reform. This information is often kept internally and not communicated fully to stakeholders. The meeting also highlighted the need for GoL to fully communicate reform, in a timely manner, to outside agencies and bodies, who monitor reform progress made in Liberia, USAID, WB, IMF, EU etc.

It is early days for the NTFF; however a second meeting took place on the 27<sup>th</sup> of June, with the third meeting planned for the 6<sup>th</sup> of August, (to be confirmed). The initial feedback has been positive and stakeholders feel connected to the decision making process and their ability to have a voice.

The NTFF technical working group, of which LTPC is a member, and who support the Forum, continues to meet on a regular basis and this technical group is well placed to advise the Forum on direction and focus.

The NTFF will reach beyond the LTPC project end and will act as a focal point for all donors, trade bodies and government to discuss trade related concerns and issues.

#### Activity 8: Import Permit Declarations and Pre-Shipment Inspection.

LTPC has monitored the issue of IPD's and EPD's over the past two years. Progress has been achieved and there has been a marked reduction in the number of commodities that require permits.

After the first reduction from 32 to 27 products, which took place on the 26<sup>th</sup> June 2012, LTPC have continued to advise the MoCI on the benefit of further reductions. As at the 12<sup>th</sup> June 2013 the number of commodities which currently require an IPD stands at 17. The new administrative order has been published and distributed and the issuance of IPD's is now monitored by the Assistant Minister MoCI, Stephen Marvie.

At the start of the LTPC project all products required an EPD this has now been reduced to only 4 products.

LTPC facilitated the publication of the commodity lists and the MoCI publicly announced the reductions. The reductions were reported to the WB, EU and IMF by LTPC.

LTPC advisors worked closely with both MOF and MoCI to facilitate the installation of the Automated Customs Clearance System (ASYCUDA) in the MoCI. This was achieved in the later part of year two and will give the MoCI up-to-the-minute trade data, by commodity. UNCTAD continues to work with MoCI to tailor the type of management reports which can be generated through the system and that will best meet the needs of the Ministry. UNTAD is also developing the necessary programming required for the automatic issuance of IPDs through ASYCUDA for the remaining commodities for which an IPD remains a requirement. Once implemented, only in the event of a question mark surrounding a particular consignment, would an importer or his representative be required to attend the MoCI. This is one more step in the right direction for the trade facilitation cycle.

The new 3 year contract with the incumbent company BIVAC has been finalized. It does include training for BCE officers; however unless BCE carefully monitor the training we may find ourselves no further ahead at the end of the BIVAC contract period. LTPC advisors continue to engage with BCE to ensure that an adequate PSI exit strategy is adhered to.

It should be re-iterated at this point, that the amount of training required to enable GOL/BCE to carry out valuation functions at import is formidable. Liberia is not currently in a position to verify values with exporting nations and the current infrastructure will not support it. This is very much a 'catch 22' situation and without the current BIVAC buffer in place a loss of revenue would be inevitable as importers would be in a position to negotiate prices directly with officers from BCE.

#### [Activity 9: Administrative and regulatory reform in health and safety](#)

Our former DCOP Philip Pleiwon continued to consult with MoCI over technical assistance to the Standards Laboratory. We arrived at a conclusion with MoCI counterparts that what is required and of paramount importance is the accreditation of the Standards laboratory. We have identified a suitable TCN STTA advisor and are confident that during July/August the advisor will be in place and work hand in glove with our counterparts to produce a comprehensive roadmap to accreditation. The process of accreditation is not an over-night one and the responsibility for the implementation of the accreditation roadmap will become the responsibility of the MoCI after the close of the LTPC project. It may require future donor assistance to guide the MoCI through the process.

#### [Activity 11: Trade statistics and data analysis](#)

Access and use of ASYCUDA at MOCI began during April and is explained under [Activity 8](#)

LTPC has continued to assist Minister Marvie within MoCI to implement the plan for improved trade related research, data collection and analysis. The fledgling ECI, (Essential Commodities Index), developed by LTPC is now running with MoCI staff populating the database with information. Our ECI consultant returned during the final quarter of year two and completed the training and data upload required to publish the first reports.

#### [Activity 12: Activity Plan for the Price and Marketing Division of the MOCI](#)

LTPC deployed a STTA Advisor Bill Thibodeau, who as outlined in [Activity 11](#) completed his assignment. An Essential Commodities Index (ECI) was created and assigned PAMD staffs have been trained to input data to ensure that the Index remains relevant.

It was established by both MoCI and LTPC that the level of skills required to maintain the data-base was not readily available through the current staff. The MoCI appointed new personnel with basic computer skills to play this role. These staff also underwent further computer skills training with our STTA advisor to ensure that the database remains current and that the statistical reports produced are of a standard which ensures their accuracy and ability to be published and shared with GoL and stakeholders.

**Figure 1: Activities under Expected Result 1 – Tariff Simplification, Harmonization, Implementation, and Reduction of Nontariff Barriers**

The table below summarizes the status of planned activities under Expected Result 1 as it compares to the work plan.

#	Activity	Work Plan Start	Work Plan Completion	FY2011	FY2012					FY2013				Comments
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Incorporate ECOWAS standards into GOL's draft National Trade Policy	Sept 2011	Dec 2011	started	ongoing	Discussion continues concerning the draft policy; however ECOWAS standards were taken into account.								
2	Rationalize and harmonize tariff structures with ECOWAS	Oct 2011	Mar 2011	X	X	started	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	X	HS Tariff submitted to WTO. New tariff now in-line with the 2012 Harmonized system.
3	Train Customs and Trade Officials	Aug 2011	Aug 2013	X	started	ongoing	Continual OJT, phase 1 ToT completed. Phase 2 ToT completed. Pilot induction training completed. Live new recruit induction training completed.  Tariff, IPR and SOP completed							
4	Conduct a media awareness campaign	Oct 2011	Mar 2012	X	started	ongoing	Awareness materials generated on IPDs and EPDs. Outreach conducted on the new LBR reduction in fees and procedures.							
5	Deliver ECOWAS CET training with GOL	Oct 2011	April 2012	X	X	X	X	X	ongoing	ongoing	ongoing	ongoing	ongoing	Training and outreach commenced and ongoing for the remainder of the project. CET sensitization workshop completed in April. New tariff printed.
6	Identifying non-tariff barriers to trade	Sept 2011	Dec 2011	X	stta	stta	X	stta	X	X	X	X	X	Completed

7	Develop NTB elimination action program	Jan 2012	June 2012	X	stta	stta	ongoing	stta	ongoing	X	X	X	Completed. To be implemented through NTFF. NTFF meetings held on the 30 <sup>th</sup> April and 27 <sup>th</sup> June 2013.
8	Import Permit Declarations and Pre-shipment Inspection	Oct 2011	Dec 2011	X	started	ongoing	ongoing	ongoing	ongoing	X	X	X	Completed. Re-launch through media, of goods lists exempted from IPD. IPD's reduced to 17 commodities. New pre-shipment contract signed
9	Administrative and regulatory reform in health and safety	Oct 2011	April 2012	X	X	X	started	ongoing	ongoing	ongoing	ongoing	ongoing	TCN STTA to complete roadmap for accreditation of National Standards Lab in July/August 2013
10	GAP analysis in ECOWAS protocol implementation	Sept 2011	Nov 2011	X	ongoing	ongoing	ongoing	ongoing	completed	X	X	X	A full comparison was not required. Only the ETLs remains an issue. The fiscal impact study completed in Q4 is in the hands of GoL who continue their negotiations with ECOWAS
11	Trade statistics and data analysis	Sept 2011	June 2012	started	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	?	ASYCUDA in use in MOCI
12	Activity Plan for the Price and Marketing Division of the MOCI	Oct 2011	April 2012	X	Started	ongoing	ongoing	completed	X	X	X	X	Plan completed. ECI implemented. Reports on line for publication. Computer training designed for data inputers.

## ***Expected Result 2 – Move Liberia toward WTO Accession***

Following a presentation to the WTO led by Liberia's representative, Liberia was granted an observer status at the WTO. Under MoCI's leadership, the Integrated Framework (IF) initiative, which the GoL launched to spearhead the WTO accession process, developed an accession plan. We will provide MoCI and the IF coordination unit with technical assistance to facilitate the implementation of the accession plan.

### **Activity 2: Establish and provide assistance to a WTO Accession Team**

The WTO technical accession team is scheduled to meet once every week. The meetings take place on Friday afternoons at 2pm and are held in the office of Assistant Minister Marvie in the MoCI premises. The meetings have been sporadic, often due to the absence of key team members through travel or other work commitments, LTPC have however endeavored to keep things moving in the correct direction and the meetings have picked up momentum during the last half of year two.

The long anticipated arrival of the SIDA funded program finally occurred on the 23<sup>rd</sup> of April and LTPC had already laid the foundation for their arrival and prepared for a smooth hand over of responsibilities as drivers of WTO accession. The SIDA team consists of two full time consultants, augmented by ST specialists. LTPC has continued to keep a weather eye on WTO matters, as it is hard to handover something we have worked very hard to progress. We continue to be available for historical and supportive information flow between SIDA and the MoCI and this will remain the case until project close.

### **Activity 5: Prepare Liberia's Goods and Services Offer**

The project has distributed the format and questions to the Ministries concerned and has continued to work on collating the information required to assist with the preparation of Liberia's goods and services offer. Prior to their official arrival SIDA sent an expert to commence work on the Goods offer. LTPC advisors worked with the SIDA expert and prepared a draft action plan for the completion of the Goods offer. Now that SIDA are in-country full time we are confident that this task will now move ahead smoothly. As previously stated we will continue to assist; but from the back seat and not as the prime drivers.

### **Activity 6: Research and draft legislation for ECOWAS and WTO compliance**

An example 'legislative action plan' has been provided to MOCI and discussions held with the Liberian Law Reform Commission. The project has concluded that this body would be best suited to carry out this task as they have perhaps the best access to the most complete law library in Liberia. We have continued to work with MOCI in the drafting of a finalized action plan and provided a list of laws, by subject area), which should be given priority in the review process. LTPC will continue to monitor the finalized action plan during the coming months; however our Swedish colleagues will be in Liberia for 5 years working solely on Liberia's accession to the WTO.

### **Activity 7: Provide training on ECOWAS and WTO protocols**

This is an ongoing activity for the duration of the project. LTPC continues with our HICD cross-cutting activities in support of the key project objectives. Training needs will be met through these activities which have taught (ToT) the necessary training skills and provided delivery ownership to our counterparts.

#### **• Reorganizing and upgrading the HR Division Office of MoCI**

This is another crosscutting result and seems to sit well under this section of the report as it relates to reforms directly within the MoCI.

The HR office within MoCI was a rather dilapidated and over partitioned space badly laid out and ill equipped. LTPC persuaded the Ministry to remove the partitions giving better circulation for air conditioning and creating a more professional working atmosphere. LTPC also persuaded the Ministry to give access to a further adjoining office. This office now houses the Director HR and

more importantly the new lockable and well-ordered hard copy personnel files. This office has a bolt-able metal door and limits access to the personnel files which were previously housed in broken down cabinets and cardboard boxes.

A campaign was launched to identify and fill important gaps in the hard copy file information and this activity now has two file-clerks dedicated to the task. To date personnel files are now around 80% complete, a vast improvement on the disarray we first encountered. LTPC provided plastic file covers for the existing files and under the project we will be providing further equipment to the HR division. The improved hard copy environment laid the foundation for the creation of the HRIS which began in May and is on track to be completed in July 2013.



*Out with the old.....*

*.....in with the new!*

Beyond the physical and computer based changes that LTPC is implementing we have also carried out the following organizational changes within HR and the larger Administration Bureau within which it fits. In particular the team assisted the new Deputy Minister for Administration to restructure and staff the HR Division to enhance its effectiveness and service delivery for Ministry staff. The new HR Division structure consists of three (3) units as per diagram 1 below, two of which were set up through the LTPC project (Data and Training). The new HR Division structure now provides for the following:

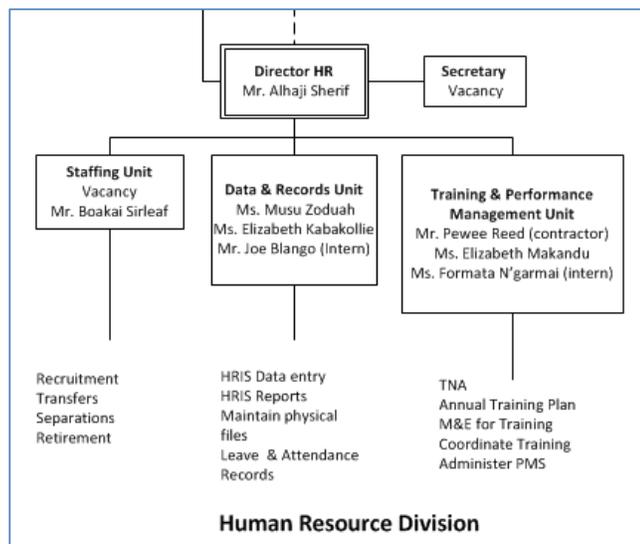
**HR Directors Office** that will now provide strategic direction for the development and delivery of HR Services within the Ministry.

**Staffing Unit** that will undertake activities related to recruitment, transfers, separations and retirements.

**Data & Records Unit** that will have the primary responsibility for HRIS data entry, HRIS reports, maintaining personnel files, leave and attendance records.

**Training & Performance Management Unit** that will have responsibility for undertaking training functions including identification of needs, annual planning, coordination, reporting, evaluation and administration of training programs.

This work is ongoing with the LTPC team providing support to the new Director of HR to undertake operational planning aligned with the Ministry’s draft Strategic Plan for 2013-16 and assistance with the



**Diagram 1: Restructured HR Division**

development of up to date TORs for the all staff within the Ministry and to include local consultants hired by the Ministry.

**Figure 2: Activities under Expected Result 2 – Move Liberia toward WTO Accession**

The table below summarizes the status of planned activities under Expected Result 2 as it compares to the work plan.

#	Activity	Work Plan Start	Work Plan Completion	FY2011	FY2012				FY2013				Comments	
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Finalize and submit the Memorandum of Foreign Trade Regime	June 2011	Sept 2011	Completed	Completed	X	X	X	X	X	X	X	Completed	
2	Establish and provide assistance to a WTO Accession Team	Aug 2011	Dec 2011	Started	ongoing	stta	ongoing	ongoing	ongoing	ongoing	X	X	X	Training in Sweden completed. Swedish Program commenced April 23 <sup>rd</sup> 2013. Completed
3	Respond to WTO MFTR Requests for Clarification	Oct 2011	Aug 2013	Started	started	stta	ongoing	completed	X	X	X	X	Completed and submission made to WTO	
4	Prepare the WTO first Working Party meeting	Oct 2011	Aug 2013	X	X	stta	ongoing	completed	X	X	X	X	The first working party meeting took place in Geneva on the 11 <sup>th</sup> of July 2012	
5	Prepare Liberia's Goods and Services Offer	Oct 2011	Aug 2013	X	started	stta	ongoing	ongoing	ongoing	ongoing	ongoing	X	On track. All ground work completed, now the first and primary task of SIDA	
6	Research and draft legislation for ECOWAS and WTO compliance	Aug 2011	Mar 2012	X	X	stta	ongoing	ongoing	ongoing	ongoing	X	X	Legislative action plan submitted to GoL. New Customs Code completed. New IPR legislation completed	
7	Provide training on ECOWAS and WTO protocols	Sept 2011	Aug 2013	X	X	stta	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	Ongoing WTO training. Now in the hands of SIDA and ongoing until accession. ECOWAS protocols met with the exception of the the adoption of the ETLS.	

## **COMPONENT 2: TRADE FACILITATION AND INTEGRATION**

Deloitte's strategy to achieve Trade Facilitation and integration expected result is based on the objective of building institutional capacity in the key functions of cargo inspection, tariff classification and customs valuation to allow Customs to gradually phase out PSI over the next 3 to 5 years. We worked to modernize the customs legal framework; simplify and harmonize customs procedures and controls in line with international best practices; maximize the use of IT systems; and strengthen customs verification and enforcement through the application of risk management techniques, post-clearance audit controls, and non-intrusive inspection technology. These reforms supported ECOWAS regional integration and WTO membership requirements.

### ***Expected Result 3 – Improve customs procedures so as to reduce delays and costs to traders for complying with customs requirements***

Activity 1: Simplify and streamline customs procedures and processes

LTPC continues to provide reform advice and address the needs of the BCE in line with the work plan and we continue to address and discuss new issues as they arise. The NTB study has proved to be a worthy tool as many of the NTB's identified fall within the procedures and processes BCE employ. The report has highlighted these areas and BCE is acting accordingly. As has been previously stated, this is a life of project activity and we will continue to recommend changes to procedures and processes until project end.

(BCE continues to await the appointment of a permanent Commissioner).

Activity 2: Assist in finalizing the new customs code

As stated in previous reports the new Customs Code was finalized and checked for compliance with the Revised Kyoto Convention, WTO and ECOWAS requirements. The WB carried out this work and the new code is compliant. The code continues to await ratification by GoL and is not likely to be passed into law in 2013, although it has again been brought to the attention of the Minister of Finance, (MCC steering group meeting June 2013).

Sub-Activity 3.1: Customs Standard Operating Procedures Manual

The Standard Operating Procedures Manual has continued to be adopted by BCE who is conducting an internal awareness campaign. During Q6 & Q7 2013 regional training on the adoption of SOP's was completed by LTPC and counterparts from BCE at a regional level. This is further proof of the commitment of BCE to bring the SOP's on line nationally. Outreach to trade is still an issue and until project close LTPC will continue to work with BCE to ensure awareness and uniformity. LTPC will also use the planned NTFF August meeting to distribute the trade SOP fact sheets as this is the audience that will benefit. We will also ensure that the trade fact sheets are published to the MoF website.

Activity 5: Improve and strengthen cooperation and consultation between customs, customs brokers, importers, exporters and other stakeholders.

The first two meetings of the NTFF have proved that this is the vehicle to facilitate the required cooperation. The NTFF has been well received by all those concerned and continues to overcome the initial 'just another committee' skepticism.

Sub-Activity 5.2: Assist Customs in implementing a robust Customs broker testing and licensing regime.

The report was completed and finalized. Implementation was again delayed; but finally took place during the final quarter of year two. STTA Advisor Arturs Madzulis assisted BCE in the smooth implementation of the program and the setting up of a record keeping system. He also developed the broker training program and the testing testing regime for those brokers who have not qualified for automatic re-licensing. Examinations took place after his departure and LTPC oversaw the marking of examination papers. 133 applicants sat the test with a 60% pass rate. This has enlightened BCE to the

fact that although the Liberian Brokers Association claims to have provided adequate training, this is obviously not the case. The issue has been addressed with the association and BCE will monitor future training. It has also agreed that the licensing examination will be open to all comers on an annual basis, (this may be extended to a semi-annual basis, depending on the need to further open the market). All newly qualified and existing brokers will now be issued with a BCE I.D. card and will be required to re-register on an annual basis. Any broker with an outstanding Customs offence at the time of re-registration will have his operating license suspended until the matter is resolved.

This is a huge step forward and will lead to a more professional approach, by brokers, to their interaction with the BCE and the trading community.

**Figure 3: Activities under Expected Result 3 – Improve customs procedures so as to reduce delays and costs to traders for complying with customs requirements**

The table below summarizes the status of planned activities under Expected Result 3 as it compares to the work plan.

#	Activity	Work Plan Start	Work Plan Completion	FY2011	FY2012				FY2013				Comments
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1	Simplify and streamline customs procedures and processes	Sept 2011	Aug 2013	Started	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	Ongoing for the project duration. Assisted focus through NTFF
1.1	Develop a cargo release time study	Oct 2011	Dec 2011	X	started	stta	X	completed	X	X	X	X	Completed
1.2	Analyze timeframes for all types of cargo	Oct 2011	Dec 2011	X	started	stta	ongoing	completed	X	X	X	X	Completed. To be used in conjunction with the NTB study during project life
1.3	Propose alternative solutions and develop a detailed action plan to streamline each regime	Oct 2011	Dec 2011	X	started	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	To be implemented through NTFF from identified NTB's
1.4	Introduce automated risk management techniques	Oct 2011	Aug 2013	X	X	X	X	X	X	X	X	X	Automated risk management techniques in use through the ASYCUDA system
2	Assist in finalizing the new customs code	Sept 2011	Jan 2012	Completed	X	X	X	X	X	X	X	X	Code completed and awaiting adoption by the GOL
3	Assist the GOL in drafting and implementing regulations and administrative instructions	Sept 2011	June 2012	Started	2 x stta	X	X	completed	X	X	X	X	Standard operating procedures completed. Implementing regulations completed
4	Assist the GOL in ensuring regulations are in compliance with WTO	Sept 2011	Nov 2011	Started	stta	X	X	complete	X	X	X	X	New code compliant. Regulations compliant

	requirements													
4.1	Undertake a diagnostic study to benchmark Liberia's WTO Compliance	Sept 2011	Aug 2012	Started	ongoing	Liberia thus far compliant. Legislative action plan completed.								
4.2	Prepare an appropriate action plan on compliance for consideration by the NTFF	Oct 2011	June 2012	X	ongoing	X		Action plan developed.						
5	Improve and strengthen cooperation and consultation between customs, customs brokers, importers, exporters and other stakeholders	Aug 2011	Aug 2013	ongoing assistance. Project life. 3 <sup>rd</sup> NTFF meeting to take place in August 2013										
5.1	Set up a Stakeholder Consultative Committee	Aug 2011	Oct 2011	ongoing	X	X		Committee NTFF set up completed, technical working group meeting on a regular basis. #rd NTFF meeting to take place in August 2013						
5.2	Assist Customs in implementing a robust Customs broker testing and licensing regime	Sept 2011	Dec 2011	Started	stta	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	X		Brokers program completed. Re-licensing completed
6	Conduct training programs on Customs Valuation	Oct 2011	Mar 2012	X	X	X	X	X	X	X	X	X	X	Until the new legislation is adopted, valuation training will be pre-emptive. However in conjunction with other donors, LTFC will continue to monitor the situation
7	Training at LIPA and Customs	Aug 2011	Aug 2013	ongoing	X		Initial consultation with LIPA. Customs training completed							

## **COMPONENT 3: STRENGTHEN PROTECTION OF INTELLECTUAL PROPERTY RIGHTS**

In Liberia, the benefits of improved IPR protection are clear to economists and more sophisticated businessmen and entrepreneurs, but far less so to the population at large. With its intent to join the WTO and to comply with other IP-related international agreements, Liberia must comply with tighter rules and standards in order to qualify, which will have a clear, positive impact on the Liberian economy in the long run. Greater IPR protection encourages innovation and entrepreneurship, should businessmen and innovators become sufficiently aware of the processes and benefits involved through education and outreach. The Liberian population as a whole will benefit from the increased economic activity as well as reduced dangers from cheap, counterfeit products that threaten its health and safety.

### ***Expected Result 4 – Increase knowledge and capacity of GOL on Protection of Intellectual Property Rights***

#### **Activity 1: Develop and implement an IP policy framework**

Our LTTA CCN IPR Advisor Fanta Conde-Barclay has continued in assisting in the development of the draft IP Policy Framework. Fanta works with both the Copyright office and the Trademark registration office in Monrovia and is coordinating training and outreach with representatives from WIPO. LTTPC will monitor the Framework to its conclusion and implementation.

#### **Activity 2: Prioritize recommendations from WIPO's assessment of Liberia's IPR regime**

Recommendations have been prioritized. An action plan for implementation over the coming months is in place and continues to be discussed. This activity continues to be driven by our CCN LTTA advisor in a collaborative effort with MOCI. The Management retreat for Senior MoCI Management specifically discussed the issue of IPR and its reform in Liberia. The retreat galvanized the MoCI into action and LTTPC will continue to push the initiative to project end. The MoCI will move premises in the later part of 2013 and it is the intention of the Ministry that at this juncture the National IP office will come into being

#### **Activity 3: Strengthen IPR protection unit within the Bureau of Customs**

LTTPC has begun conducting basic training on IP concepts for the Bureau of Customs. This training was completed early in Q7 and will be followed by training on TRIPS Border Protection Measures. The new BCE IPR Director worked with LTTPC to pass the message to the trading community, with the first outreach event carried out as part of the CET/Harmonized Tariff sensitization workshop on the 5<sup>th</sup> April 2013.

#### **Activity 4: Support Automation for LIPO and the copyright office and train the Coordination Unit**

LTTPC continues to support this activity; however agreement has been reached with MoCI on the structure of the National IP office and any automation effort will need to be focused on a single office concept. As stated the move to a National IP office will take place in the later part of 2013 and LTTPC will ensure that MoCI are well prepared for the transition.

#### **Activity 5: Create a training program and Liberia-specific materials/training on IPR**

As stated in previous reports, Liberia-specific IPR materials have already been developed, and more will continue to be developed throughout the duration of the project. The outreach brochure for stakeholders is in the process of being finalized for publication and the information to the Judiciary brochure is also nearing completion.

Our LTTA CCN IPR Advisor continues to work with the Law Reform Commission to finalize the 'Liberia Intellectual Property Act 2012.'

#### **Activity 7: Implement a permanent MOCI training program**

LTTPC has been in consultation with the Judiciary to ascertain the best approach to their specific needs. During November/December the LTTPC STTA Advisor assisted in the development of a LTTPC is implemented by Deloitte Consulting LLP, funded by MCC and managed by USAID

workshop style event for Judges and Lawyers. It is intended that the workshop will take place during the remaining project period. Our LTTA CCN Advisor Fanta Conde-Barclay is now working with WIPO to ensure maximum impact and a collaborative effort.

The HICD element of LTPC has completed the delivery of ToT training events, allowing the MoCI to create an MoCI training unit for the first time. As a first step the MoCI participants were tasked with the development of an Induction Training Program for the MoCI as part of a Ministry wide activity to inform staff of the Ministry's new mission, vision, organizational structure, conditions of service, and descriptions of bureaus as well as inform them of the new training function. It is anticipated that during the remaining project period approximately two hundred (200) Ministry staff will be provided with induction training and other information about the operation of the Ministry, the direction the new leadership is taking it, and staff rights and obligations.

The Training Unit now has three dedicated staff members as follows:

- Training Coordinator funded by LTPC
- Training Officer (approved public servant)
- Training Assistant (intern)

The LTPC team has also worked with the MoCI training team to develop and gain approval for the following work products:

- Training and Development Strategy
- Training and Development Policy
- Training Handbook
- MS Excel Spreadsheet for data collection

As a result of the work done to develop the Ministry Induction Training program there was interest within the Ministry to develop other in-house training courses as follows:

- MS Excel spreadsheet training, (pilot in August 2013)
- Basic computer training (pilot in August 2013)

This new found training awareness bodes well for the in-house development and delivery of future IPR training modules.

**Figure 4: Expected Result 4 – Increase knowledge and capacity of GOL on Protection of Intellectual Property Rights**

The table below summarizes the status of planned activities under Expected Result 4 as it compares to the work plan.

#	Activity	Work Plan Start	Work Plan Completion	FY2011	FY2012					FY2013				Comments
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Develop and implement an IP policy framework	Aug 2011	Dec 2011	X	X	stta	ongoing	Policy development continues						
2	Prioritize recommendations from WIPO's assessment of Liberia's IPR regime	Oct 2011	Nov 2011	X	X	stta	ongoing	X	X	X	X	X	X	Completed. GoL with LTPC assistance continue to discuss implementation
3	Strengthen IPR protection unit within the Bureau of Customs	Aug 2011	Mar 2012	X	X	stta	ongoing	ongoing	ongoing	X	X	X	X	Training materials developed and delivered in conjunction with the BCE IP Director. Completed
4	Support Automation for LIPO and the copyright office and train the Coordination Unit	Sept 2011	Feb 2012	X	started	ongoing support through MOCI of all automation								
4.1	Automation	Sept 2011	Feb 2012	X	ongoing support through MOCI of all automation. Price Index development completed. ASYCUDA installation completed. Computers provided through LTPC in both areas. HRIS near to completion.									
4.2	IP Coordination Unit	Sept 2011	Feb 2012	X	X	stta	ongoing	Coordination of IP is in place through the IPR office located within the MOCI. This office continues to be supported through LTPC's LTTC CCN IPR Advisor						
5	Create a training program and Liberia-	Sept	May	X	X	stta	ongoing	Some training material developed and delivered. Further development						

	specific materials/training on IPR	2011	2012				ing	ing	ing	ing	ing	ing	and delivery in progress. New MoCI training unit now implemented
5.1	Train Customs Officials	Sept 2011	May 2012	X	X	X	X	ongoing	ongoing	ongoing	x	x	Materials developed. Delivery completed in 5 locations. 63 front line officers trained. Completed
5.2	Prepare training programs for GOL Ministries	Sept 2011	May 2012	X	X	stta	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	Some modules developed. Further modules throughout the life of the project
5.3	Develop informational materials for entrepreneurs/inventors	Sept 2012	Mar 2012	X	X	stta	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	Materials in development. Currently in review
5.4	Work with Artists/Organizations to improve IPR protections	Sept 2012	Aug 2012	X	X	stta	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	Materials in development. Currently in review
5.5	Increase Public Awareness	Sept 2012	May 2012	X	X	stta	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	Outreach started with new Minister
6	Strengthen judicial understanding and enforcement	Jan 2012	Aug 2013	X	X	stta	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	Judicial consultations carried out. Still awaiting new legislation
7	Implement a permanent MOCI training program	Oct 2011	May 2012	X	X	stta	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing	New training unit implemented
8	Conduct public outreach	Jan 2012	Aug 2013	X	X	X	X	X	X	X	ongoing	ongoing	

## CROSS-CUTTING COMPONENT 4 – HUMAN INSTITUTIONAL CAPACITY AND DEVELOPMENT (HICD) IN MOCI AND MOF, BCE

While the progress on Cross-cutting HICD activities was described in detail in the sections for Expected Results 1 – 4, the Figure below provides a concise snapshot of the progress of each activity.

**Figure 5: Cross cutting activities – Human institutional capacity and Development (HICD) in MoCI and MoF, BCE**

The table below summarizes the status of planned activities under Cross Cutting Activities as it compares to the work plan.

#	Activity	Work Plan Start	Work Plan Completion	FY2011	FY2012					FY2013				Comments
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1.1	Implement Functioning HRIS - BCE	Nov 2012	Aug 2013	X	X	X	X	X	X	X	started	ongoing	ongoing	Delivery in August 2013
1.2	Build In-house Training Capacity - BCE	Nov 2012	Aug 2013	X	X	X	X	X	X	X	ongoing	ongoing	X	ToT completed. Pilot program delivered. Phase one induction training completed.
2.1	National Intellectual Property Organizational Design - MoCI	Nov 2012	Aug 2013	X	X	X	X	X	X	X	started	ongoing	X	Draft outline for the National IP office, with draft job descriptions by function was developed and presented to MoCI.
2.2	Implement Functioning HRIS - MoCI	Nov 2012	Aug 2013	X	X	X	X	X	X	X	started	ongoing	ongoing	Completion in July 2013
2.3	Conduct Public Outreach (supplemental to Activity 8, Expected Result 4) - MoCI	Nov 2012	Aug 2013	X	X	X	X	X	X	X	X	ongoing	ongoing	Outreach and communications strategy developed.

## SIGNIFICANT EVENTS DURING THE REPORTING PERIOD

- There are still two project related, outstanding pieces of legislation under review by the Law Reform Commission. The process is slow and the legislation can have an impact on implementation. LTTPC team continues to assist and to consult at Ministerial level to drive the ratification of this legislation.
- The LTTPC HICD activities and associated training have moved ahead rapidly and LTTPC has completed the ToT for both BCE and MoCI. Customs were able to conduct induction training for 80 new recruits and the MoCI are now developing training programs for their Ministry.
- A great deal of effort went into the organization of the Senior Management Retreat for the MoCI in February 2013. The event has paid real dividends and has affected all work-streams within the Ministry in a positive fashion. Due to the success of the retreat LTTPC was tasked to facilitate a further retreat funded by MoCI. This event took place over a weekend, 25<sup>th</sup> – 26<sup>th</sup> May. The event was well attended and has again yielded positive results for reform.
- IPR and its surrounding issues have been frustrating. The vision of the project for the reform of IPR is hard for our counterparts to fathom. Their desire and focus is to protect the rights of local artists and prevent the sale of imitation CD's. The vision of the project and USAID, in the first instance, was the protection of society from counterfeit pharmaceuticals and sub-standard equipment, which could endanger life. It has been an up- hill battle mixed with compromise to move things forward; but we will continue to meet the challenge in the remaining months of the project.
- LTTPC is moving forward in all work streams; however, a debilitating factor has been and continues to be the lack of infrastructure and equipment within GoL Ministries. The basic computing and communication needs are sadly lacking and have a detrimental and profound effect on reform and Governmental moral. This has been alleviated to some extent by the agreement of USAID that LTTPC can purchase a limited amount of equipment in targeted areas.

## STATUS OF OVERALL PROJECT PROGRESS AND PERFORMANCE ON THE MONITORING PLAN

### Y2 RESULTS (BASED ON THE COMPONENT OBJECTIVES)

#### High level results

Indicator	2010 Baseline	Target value (Project duration)	Y2 Value	Notes
Liberia's performance on the Heritage Foundation "Trade Freedom" index	53.8	65	61.4	NTB elimination and other trade initiatives. This figure expected to increase with the publication of the next report.

#### Result indicators

##### *Component 1, Result 1 – Tariff Simplification, Harmonization, Implementation and Reduction of Nontariff Barriers*

Indicator	2010 Baseline	Target value Y2	Y2 Value	Notes
Number of public awareness campaigns launched as part of a NTB Reduction Initiative	n/a	2	2	

##### *Component 1, Result 2 – Move Liberia toward WTO Accession*

There are no applicable quarterly indicators under Component 1 Result 2 to report.

##### *Component 2, Result 3: Improve Customs Procedures*

Indicator	2010 Baseline	Target value (Project duration)	Y2 Value	Notes
Reduction in days required for imports	15	-10%	11	Documented through TRS study reduction in Q4
Reduction in days required for exports	17	-10%	15	This activity will continue during project life
Reduction in number of documents required for import	9	1	8	No requirement for an IPD on selected imports
Trainings conducted for customs agents, officials, brokers and traders	0	8	11	These activities will continue during project life
Number of customs agents, officials, brokers and traders trained	0	150	240	These activities will continue during project life

**Component 3, Result 4: Increase knowledge and capacity of GOL on protection of intellectual property rights**

Indicator	2010 Baseline	Target value (Project duration)	Y2 Value	Notes
Number of parties trained on intellectual property rights protection	0	20	5	Activities will continue during project life
Number of IPR-related public outreach events	0	2	1	Activities will continue during project life
Customs staff trained on new IPR enforcement guidelines and procedures	0	TOT program developed	63	Activities will continue during project life
Number of project-facilitated discussions between Liberian business groups and the Customs Bureau	0	4	3	NTFF now implemented

**Improved gender equality**

Indicator	2010 Baseline	Target value (Project duration)	Y2 Value	Notes
Number of women participating in public-private sector dialogues on trade and WTO	N/A	10% participation in all events	10 Govt. delegates attended WTO planning in Sweden. 2 were women 10 delegates attended the WTO in Geneva. 3 were women	20%, 1 <sup>st</sup> event. 30%, 2 <sup>nd</sup> event

## **DISCREPANCIES (IF ANY) BETWEEN THE IMPLEMENTATION PLAN AND QUARTERLY REPORTS**

The project is on track for the completion of tasks however we continue to alter timelines where it makes sense to do so and to re-prioritize activities based on GOL's needs.

Further changes may be required and some tasks timeline may be affected by the events outside of LTPC project's scope. For example, the adoption of a new law or procedure can have an impact on other project activities.

Where possible we have facilitated activities outside the scope of the project and have been supportive to BCE and MoCI when they have taken the initiative in their reform endeavors. Some of our interventions have naturally flowed into further reform and BCE and MoCI sometimes lose sight of the fact that the project will at some point come to a close and they must take up the reins. LTPC continues to be adaptive to the needs of GOL and to try not to duplicate work being carried out by other donor organizations. Will and direction of Government plays a key role!