



Ministry of Commerce and Industry
TRANSITION REPORT 2017

REBRANDING COMMERCE



A Letter to the Incoming Minister

Dear Honorable Minister,

First let me congratulate you on your appointment as the Minister of Commerce and Industry. I can assure you, this is truly going to be a profound journey for you, as it has been for me over the last four years. It was one of the most challenging, rewarding, inspiring, humbling, experiences of my life. Despite it all, I remain grateful for the opportunity to serve our people.

Mr. Minister, over the last few months of our administration, my team and I have been working diligently to ensure your transition into the Ministry, as the new head of this institution, is one that is smooth and free of some of the challenges we encountered when we inherited this Ministry. In our first year, in 2013, we launched a strategic plan we commonly referred to as ‘Rebranding Commerce’, with the aim of restructuring the Ministry to better serve the public. We strongly believe in the remarkable mandate of the Ministry and embarked on a journey to execute it, facilitating the growth and transformation of commerce and industry within the length and breadth of our nation. We commenced our ‘Rebranding Commerce’ agenda by embracing partnership, respect for the gravity of our responsibilities, partnership and innovation and all those who help us. We made a commitment to GROW, the ‘Rebranding Commerce’ reform agenda goals: *Good policy for trade, Revitalizing the economy, Opening up the Private Sector, and facilitating Work opportunities for the future (our youth)*.

Today, we see evidence of our reform efforts in so many areas within the Ministry. These reforms and innovations include:

1. **Restructuring the Ministry from two to four departments and Deputy Ministers:** The Department of Administration is now responsible for the functional activities of the Ministry; the Department of Trade Services executes our National Trade Policy and Export Strategies; the Department of Industry implements the National Industrial Policy; and the Department of Small Business Administration manages the implementation of the Micro, Small, and Medium-sized Enterprise Policy, the execution of the Small Business Empowerment Act to support Liberian Businesses and the implementation of the MoU we signed with the Liberia Business Association (LIBA).
2. **Enhancing capacity of our staff:** we instituted training programs, an employee orientation process with a new HR Manual and Database, and set up the People Committee to manage staff morale and award performance. We have provided young people the opportunity to train at home and abroad—with a commitment on our side to promote from within the Ministry. Today, officers and coordinators have been promoted to Deputy Directors and Directors; Directors have been promoted to Assistant Ministers; and Assistant Ministers to Deputy Ministers, as a means to reward talent and loyalty to the institution while strengthening institutional ownership.
3. **Reforming the inspectorate:** A drastically improved inspectorate has been a key priority and we are proud that the way we conduct inspections today has become a model for other agencies.
4. **Reorganizing the workflow in the building to enhance a professional work environment:** We now have a Customer Service Center for the processing and payment of various business-related activities (including Consumer Protection and Complaint and Import and Export Permit Declarations). We have built a Training Center computer lab to train employees; an Industrial Reference Center for industry stakeholders to conduct research; the WTO Reference Center for trade stakeholders to do research; the Single Project Implementation Unit (SPIU) to oversee

externally funded projects; the new Business Opportunity through Support Services (BOSS) Center to support our MSMEs; a multipurpose conference room that is used not only as a media room for media engagements and a ‘war room’ for strategic policy development, but also a meeting room for internal and external meetings, events and trainings; two conference rooms have been upgraded along with all accompanying accessories; and we moved all Deputy and Assistant Ministers to their respective floors, instead of on the Minister’s floor.

5. **Forging many partnerships to support our work:** Throughout the last four years, the we have embraced a healthy and constructive engagement with our peers across government. This includes working closely with our two Committees on Commerce and Industry in the National Legislature as well as the Commercial Court. It also includes several cross-agency meetings, such as the regular Business Reform Committee meetings to enhance the business environment and the monthly Trade Data Harmonization Meetings to harmonize our national trade statistics across institutions.
6. **Facilitating the enhancement of extension institutions:** The Ministry’s extension institutions include the National Standards Laboratory (NSL), the Liberia Business Registry (LBR) and the newly established Liberia Intellectual Property Office (LIPO). We also actively serve on the boards of the National Port Authority (NPA), the Liberia Revenue Authority (LRA) and the recently formed National Special Economic Zone Authority (NSEZA). We also chair the WTO Post Accession Plan (LPAP), the Liberia Trade Facilitation Forum (TFF), the Liberia Better Business Forum (LBBF), among others.
7. **Promoting Liberia as a nation on the rise:** We have participated and served as chairs, panellists, guest speakers in various international meetings including the WTO Public Forum, the WIPO General Assemblies, the AGOA Forum, the World Expo Development Forum (WEDF), and we continue to play an active role in negotiations for the implementation of the Continental Free Trade Area (CFTA), the ECOWAS Common External Tariff (CET), the ECOWAS Trade Liberalization Scheme, the WTO Trade Facilitation Agreement, etc. In doing so, we have actively stressed Liberia’s on-going transformation and improved the image of our nation.
8. **Establishing the Senior Management Team (SMT) structure:** The SMT meets every Monday to discuss topics put forth by the various departments. It creates a transparent forum where all policy decisions are discussed and either endorsed or rejected. The goal of the SMT was to institute a culture where decisions and solutions came through consultations instead of ministerial directives. The Minister chairs the first quarter of the fiscal year to set the stage for SMT. From then SMT Chairs rotate on a quarterly basis across the various ministers. The Chair is responsible for preparing the agenda, disseminating the minutes and signing whichever authorizations required (such as the Inspection Authorizations). The SMT is comprised of all political appointees, all senior national advisors, the Comptroller, the Internal Audit Director and the Legal Counsel. The agenda is set by requesting departments who may want to present or raise issues. Standing reports of the SMT meetings include the internal and confidential Weekly Market Report from the Department of Trade Services and the Weekly Financial Report from the Department of Administration. Each Department is also required to do a one-page Bureau Update which is shared with the SMT members electronically beforehand, and then presented at the meeting. SMT members may question any topics or issues presented in the updates. The Minister may also provide or present issues for consideration or discussion by the SMT. The Minister’s directives are presented in a pink memo format which implies all included activities are assigned priority one until conclusion within set deadlines. All SMT records are filed with the Minister’s Chief of Staff/Special Assistant in the Minister’s Office.

And there is so much more we strive to do within the implementation of our rebranding agenda. The major tasks we were not able to bring to conclusion, given the required long technical negotiations and coordination among ministries and agencies with a statutory mandate for supervision, include the following:

1. In accordance with the WTO Post Accession plan, which when fully implemented is aimed to improve the business climate, diversify the Liberian economy, and create jobs in new areas for our people, we were not able to conclude on the following:
 - a. The passage of the Custom Code which will implement the VAT and address our outdated valuation method of applying duties and charges on imports. This legislation is currently in the 53rd Legislature in the Committee on Finance;
 - b. The passage of the Act to Create the Liberia Standards Authority and the National Food Law Act;
 - c. The procurement process that will implement a Single Window Platform for the port community automation, which will reduce the time it takes to clear goods from the port, reduce discretion in the application of duties and charges, and enforce trading rights granted through licensing;
 - d. The procurement process that will implement the Verification of Conformity to build a quality assessment platform, to manage standards of commodities entering our markets;
 - e. The contract process to put in place the security features at the airport to allow for Visa-on-Arrival, giving our citizens around the world and investors easier access to be screened and granted visa upon arrival in our country;
 - f. The electronic and multi-year work permit, resident permit regime to ease the process of residing and working in Liberia for non-nationals;
 - g. The Trade Portal which provides importers and exporters all the related legal instruments and data needed to inform their business decision-making;
 - h. The gradual migration into the full implementation of the ECOWAS Common External Tariff, working with the Liberia Revenue Authority and the Ministry of Finance and Development Planning based on the CET Migration Plan which takes into consideration Liberia's trade competitiveness;
 - i. And the execution of the Special Economic Zones Act of 2017, which replaces the Free Zone Act by creating the SEZ Authority to foster foreign direct investments in manufacturing for export.
2. We were not able to achieve the ratification of the WTO Trade Facilitation Agreement which commits us to reforming our systems and eliminate non-technical and technical barriers to trade that will enhance our competitiveness and improve Liberia's position as an investment destination.
3. With the passage of the Foreign Trade Law and the Intellectual Property Law, defining the trade rights, rules of trade, and the process of putting in place a Single Window regime, we were not able to fully conclude on a new licensing regime that grants trade rights for Importers of Record, Importers, Wholesalers, and Retailers. This reorganization of trade participants was a critical component of our rebranding agenda, which also aims to drive inclusive growth by empowering Liberians. A licensing regime for major commodities including rice, flour, frozen foods, fruits and vegetables, poultry, alcoholic and non-alcoholic beverages can impact the current market situation and increase Liberians' participation in the import-based businesses. However, the greatest challenge for moving forward lies in the ability of our financial institutions and of our commercial banks to offer long-term products to

service these high-volume transactions, as well as to structure set-asides specifically for Liberians given their capacity to participate in such high-volume sectors on their own instead of fronting for others.

4. We were not able to make the case to our colleagues at the Ministry of Finance and Development and the National Legislature on the importance of allocating the appropriate budget to the Ministry. We assessed the Ministry's revenue generation potential to an estimated six million. We were able to correct the error in the revenue reports of disaggregating revenues earned from the Liberia Business Registry and now it, along with the Intellectual Property Organization revenues are reported under the Ministry, as they statutorily fall under its supervision. The Ministry's budget has often been reduced from a request of a little over three million, to two million in actual budget approval. In 2016, we saw an increase because of lobbying for several projects we needed to conclude on, including the Monrovia Industrial Park, the Lofa Women Weaving Center, and the Nancy Doe Market Upgrade. Making the case for budgetary increase for the Intellectual Property Office, the Liberia Business Registry, and the National Standards Lab have proven to be challenges as often times stakeholders fail to understand the full value of the policy areas affected by these extensions.
5. We were not successful in our lobbying for a full Embassy to be established in Geneva, Switzerland, despite it being hosting headquarters to so many international organization for which we are members, including the World Trade Organization (WTO), the World Intellectual Property Office (WIPO), the International Telecommunication Union (ITU), the International Trade Center (ITC), and the United Nations Conference for Trade and Development (UNCTAD).
6. We were not successful in convincing all inspecting institutions to join a single committee on government inspections that will lead to a rationalized and harmonized inspection regime to reduce the number of inspections business entities encounter on a daily basis. The adoption of a common inspection form and the conduct of joint inspection using the current Commerce model will impact businesses' perception of government inspections.
7. We took over the coordination of the Doing Business Report preparation from the National Investment Commission. Implementing the policies needed to eliminate the barriers that adversely impact the business climate has been a very challenging undertaking due to the resistance of many institutions with the legal mandate to take such action. The lack of commitment to the implementation of reforms proved challenging, and results in Liberia's poor performance in the World Bank Doing Business Indicators. However, the Ministry of Commerce was responsible for the Registering a Business Indicator and the Trade Policy Indicator for the Millennium Challenge Corporation Compact Program. Our proactive commitment to making the necessary reforms for those issues that fell under our mandate lead to Liberia being a leader in these reports in both areas. In the recent 2018 World Bank Doing Business Report, Liberia is ranked number five on the continent when it comes to registering a business. We used to be number one in Africa, but inadequate funding and periodic system failures negatively impacted the score.
8. We were unsuccessful in bringing all NGOs operating in the enterprise development and promotion space and the donors that supported them under one umbrella: under our supervision to improve coordination and reporting to assess the real impacts of their interventions. The establishment of a National Steering Committee on Enterprise Development and the National Enterprise Development Working Group would go a long way to mainstreaming enterprise development issues under one body instead of the many structures we currently have under the MSME Policy and the SBA Law execution activities.

9. We also struggled with getting the Commerce family to embrace the concept of the People Committee and Brown Bags training sessions. The People Committee is a body that manages employees' morale, celebrates and promotes activities including the sports club, responds to death in the Commerce family as well as new births, and recognises the employee of the year in conjunction with the HR Division. The Senior Management Team endorsed this idea, and while it worked for some time, it lacked a senior civil servant to lead the project. Under the umbrella of the Brown Bag Training Sessions, various voluntary training activities around lunch time were held, providing staff the opportunity to learn more about the work the ministry was engaged in outside of their area, and also build the capacity of staff. The push was to get every political appointee to voluntarily host at least one session per quarter. While we held many sessions on procurement, and I held one every year on Rebranding Commerce, we fell short on it becoming a voluntary institutionalized tradition.

Honorable Minister, you are inheriting a Commerce Family. I believe you will find your new family a rewarding team to work with as you build your own relationships and bonds. I can assure you we have come a long way over time, and as you settle in to the routine of your work, you will find in your new family one that will embrace you with open arms and support your vision for the direction of this institution.

On a personal note, let me give you the advice my colleagues and mentors – three senior cabinet ministers I spent a lot of time with – gave me when I joined public service. It helped me understand the do's and don'ts of public service. Their advice includes the following:

1. Stay away from the money management business and the hiring business. Your Department of Administration plays that role as it is their mandate. Let them do their work as they oversee procurement, finance, HR and assets.
2. Beware of the gossip and those that bring news to you about others to influence your judgement and perception of others. You will get this a lot. When people bring news, I would say "Hold on, let me call the person".
3. Do your utmost best to not meet guests/visitors one-on-one. Guests coming to see you should let your team know why they are coming, so that you can bring in the right deputy minister/assistant minister or advisor along with your policy analyst working in your office.
4. Be mindful of where you eat, who you keep company with and where you keep company in views of others.
5. Do your utmost not to quickly sign documents brought to you in a hurry for signature. We have a document review instrument that requires the signature of the department head, the signature of the legal counsel the signature of another stakeholder, before the Minister can sign a document.
6. Do your utmost to avoid responding to every single topic on Commerce discussed in the media and when you do respond, do so with a Press Statement or in a controlled, professional environment. I would organize quarterly press briefings where funding is available, to provide the media the opportunity to ask questions about any subject matter. Members of my cabinet are always present to participate in such events and I always prepared press notes for all attendances.
7. Always provide a confidential monthly briefing to the President on happenings at the Ministry, this will save you many headaches and deal with some of the dangerous political games that can sometimes be a distraction or even risk your position.
8. Be sure to make national policy decisions only with the consultation of relevant stakeholders, if with legal implications including the Ministry of Justice. Want to go far, go with others on board.

9. Remember you represent the Ministry, you are always an official of government whether you are on or off duty, so be mindful of your utterances, your presentation and your activity in the public, and master the art of winning others over through respect, kindness, and diplomacy.
10. Work with your local and international advisors and through the Senior Management Team mechanism to make key policy decisions.
11. Remember, Commerce is a technical coordinating and facilitating Ministry and functions best as a professional institution devoid of the political temptations of public office. Decisions are made based on logical reasoning supported by research and in consultation with the rightful stakeholders.
12. Take time off to play, exercise, and bond with your family, friends and community and make sure you pray and seek God's help as this is not an easy job.

Once again, congratulations on your preferment to what is truly a remarkable opportunity. May God guide and protect you in the decisions you make and the actions you take in the interest of contributing to the transformation of our beloved Liberia. Thanks for taking the call to serve.

With only best wishes, and warmest regards, I remain

Sincerely yours,



Axel M. Addy
MINISTER

EXECUTIVE SUMMARY

To counter the employment shortfall of around 600,000 jobs by 2030¹, the Ministry of Commerce and Industry (MoCI) has shifted its focus towards industrializing Liberia, promoting private sector development and expanding trade opportunities both through regional integration efforts and alignment with international norms through the accession to the World Trade Organization (WTO).

AN AMBITIOUS REFORM AGENDA

For businesses to thrive, the MoCI fostered the creation of much-needed institutions. The Small Business Administration was created, favoring the development of entrepreneurship and access of Small and Medium Enterprises (SMEs) to finance, markets and trainings. Through forums such as the sector working groups of the Liberia Agriculture Transformation agenda or the Business Reform Committee, critical constraints affecting growth of private sector developments were addressed creating a less cumbersome legal and regulatory framework for firms to thrive.

So as to encourage and protect innovation, Liberia now adheres to the World Intellectual Property Organization's treaties and the Liberian Intellectual Property Office was born, as a one-stop shop for all matters relating to copy rights and intellectual property in Liberia. The creation of the National Standards Laboratory ensures that sanitary norms are respected in order to enable exports to expand and to protect Liberian consumers from the threat of sub-standard imports. The government reformed the Import-and Export- Permit Declarations procedures, took over the development of the Monrovia Industrial Park and induced further industry-specific regulatory, all of which aim at enabling businesses to create jobs for Liberians.

The government's will to integrate the country with both regional and global trading regimes, spelled out in the National Trade Policy, and supported by the National Export Strategy (NES), has been central to MoCI's 'Rebranding Commerce' strategy over the past four years. With its small domestic market size of only 4.2

million people and limited purchasing power, Liberia depends on regional trade to expand private sector growth and reduce the consistent trade gap. Joining the WTO in 2016 was a hallmark of MoCI's efforts to that regard, as were the signing of bilateral and multilateral trade agreements, and the adoption of the ECOWAS Common External Tariff (CET). The WTO Post-Accession Plan (LPAP) locks in further reform projects designed to increase Liberia's competitiveness by enhancing its trade capacity and infrastructure and, harmonize its trade regime. It provides a blueprint for industrial development and connects the country to global markets to generate increased private sector growth.

Among the export sectors which MoCI has strongly supported in building a comparative advantage, agriculture remains the most important. With the majority of Liberians relying on agriculture for their livelihoods, Liberia must diversify its economy away from raw commodities and towards agricultural value chains. To this end, the Liberian Agricultural Transformation Agenda (LATA) shifts the Government's focus toward developing sectors with strong economic potential for competitiveness in domestic, regional and international markets. This will enable Liberia to operate a necessary shift to export-oriented development in the future.

TANGIBLE ACCOMPLISHMENTS AND FUTURE CHALLENGES

Liberia's efforts to promote growth and integrate itself in global value chains has proven successful. The Doing Business Scorecard has shown drastic improvement in Liberia's ease to do business, and the country's MCC Trade Policy Indicator improved from 61.4 to 72.8 in only five years. However, many challenges lie ahead. The Ministry, as well as the country as a whole, has learned that only through strong cooperation with the private sector and mechanism to enable trade Liberia can become competitive. Further diversification of the Liberian economy as well as continued integration in global value chains therefore play key roles in the future.

FOREWORD BY HON. AXEL M. ADDY



Hon. Axel M. Addy
Minister of Commerce and Industry

Throughout the last four years, the Ministry of Commerce has undergone a transformation to better serve the public. When we put in place the 3-year strategy ‘Rebranding Commerce’ in 2014, we sought to make the Ministry more effective and reputable. After four years as the Minister of Commerce and Industry, it is time to hand over the baton to the next administration. This document summarizes key achievements that the ‘Commerce Family’ has been able to achieve with the support of its partners, and seeks to give the new administration guidance and support in settings its priorities.

First, we realized that too little attention was paid to the development of MSMEs, despite being the backbone of the real economy—accounting for the lion’s share of employment, particularly of our youth. To encourage the formalization of the sector and help our MSMEs grow, we passed the ‘Small Business Empowerment Act’, which ‘sets aside’ 25% of all public procurement for MSMEs and created the Department of Small Business Administration as the first department in the MoCI that solely focuses on MSME development in line with the MSME policy.

Second, we believe our comparative advantage to help us achieve more inclusive growth is to focus our efforts on agriculture and in particular agro-processing. Agriculture

accounts for approximately 60 percent of our national GDP and employs the majority of Liberians. For this reason, we as a government, recalibrated our economic policy to focus on agriculture through the Liberia Agricultural Transformation Agenda (LATA), which the Ministry co-chairs with the Ministry of Agriculture.

Finally, we saw that fostering economic growth can only be successful in conjunction with the private sector, ensuring that the correct policies, procedures, and regulations are enacted to overcome barriers to trade and improve the business environment. Through the WTO Accession, Liberia has achieved several structural reforms to create a more predictable trading environment for the private sector. Additional ‘game-changing’ reforms were locked in via the Liberia Post-Accession Plan. Through its implementation, we will break down barriers to trade and improve our nation’s competitiveness drastically. The plan calls for such initiatives as the National Single Window to automate our port community system; the passage of the new Customs Code, which uses VAT and a standard valuation method for the application of duties and charges; and the implementation of the ECOWAS Trade Liberalization Scheme and migration to the ECOWAS Common External Tariff for the free movement of goods throughout the Community.

Many more milestones have been accomplished – from the creation of the Liberian Intellectual Property Office (LIPO) to improving Liberia’s ranking in several of the World Bank Doing Business Indicators, to kickstarting the development of the Monrovia Industrial Park and the passage of the Special Economic Zones Act of 2017. In many of these initiatives, the Ministry of Commerce has played the important role of being a ‘Connector’ that fosters cooperation between different ministries, agencies and donors.

Our country still faces immense challenges; but the policies and strategies put in place over the last four years show that Liberia is ready and able to play its part in Africa’s takeoff.

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ABBREVIATIONS

AGOA	African Growth and Opportunity Act
ARIPO	African Regional Intellectual Property Organization
BoTS	Bureau of Trade Services (Part of MoCI)
BWI	Booker Washington Institute
CET	Common External
DTIS	Diagnostic Trade Integration Study
EBA	Everything But Arms
ECOWAS	Economic Community of West African States
EIF	Enhanced Integrated Framework
EPA	Environmental Protection Agency
EPD	Export Permit Declaration
ETLS	ECOWAS Trade Liberalization Scheme
EU	European Union
EVD	Ebola Virus Disease
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GoJ	Government of Japan
GoL	Government of Liberia
GSP	Generalized System of Preferences
ICF	Investment Climate Facility for Africa
IFC	International Finance Corporation
IGC	International Growth Center
IP	Intellectual Property
IPD	Import Permit Declaration
ITC	International Trade Center
LATA	Liberia Agriculture Transformation Agenda
LBBF	Liberia Better Business Forum
LCC	Liberia Chamber of Commerce
LCO	Liberia Copyright Office
LDC	Least Developed Country
LEC	Liberia Electricity Corporation
LIFE	Liberia Innovation Fund for Entrepreneurship
LIPO	Liberia Industrial Property Office
LNTP	Liberia National Trade Policy
LPAP	Liberia's Post-Accession Plan
LWC	Lofa Women Weaving Center
MoA	Ministry of Agriculture
MCC	Millennium Challenge Corporation
MFDP	Ministry of Finance and Development Planning

MFN	Most-Favoured Nation
MIA	Ministry of Internal Affairs
MIP	Monrovia Industrial Park
MSME (SME)	Micro, Small and Medium Enterprises (Small and Medium Enterprises)
MoCI	Ministry of Commerce and Industry
MoU	Memorandum of Understanding
MPW	Ministry of Public Works
MSME	Micro-, Small-, and Medium Enterprises
MRU	Mano River Union
NBT	National Board of Trade
NIC	National Investment Commission
NIPO	National Intellectual Property Office
NSEZA	National Special Economic Zones Authority
NSL	National Standards Laboratory
NTB	Non-Tariff Barriers
ODI	Overseas Development Institute
RIPE	Rural Industrial Promotion Program for Economic Empowerment
SBA	Small Business Administration
SEZ	Special Economic Zone
SIDA	Swedish International Development Cooperation Agency
SLP	Senior Lawyers Project
SPIU	Single Project Implementation Unit
SPS	Sanitary-Phyto-sanitary
TBI	Tony Blair Institute
TFF	Trade Facilitation Forum
TIFA	Trade and Investment Framework Agreement
UNDP	United Nations Development Program
UNIDO	United Nations Industrial Development Organization
VPA	Voluntary Partnership Agreement
WAMZ	West African Monetary Zone
WIPO	World Intellectual Property Organization
WTO	World Trade Organization

INTRODUCTION

The Ministry of Commerce and Industry (MoCI) is Liberia's principal government body responsible for administering national policies for private sector development, directly contributing to Pillar II of the national development strategy, the Agenda for Transformation.

It coordinates industry, commerce, trade matters and standards, liaising with various public and private sector organizations and players to facilitate the implementation of government sector policies regulating external trade and promoting economic growth. This includes the promotion of job creation and improved standards of living for Liberians.

The Ministry spearheaded Liberia's WTO accession, created opportunities for SMEs through the Small Business Empowerment Act and the MSME Conference and led Liberia's Agriculture Transformation Agenda (LATA) together with the Ministry of Agriculture (MoA).

The LATA focusses on market-based, sustainable value addition in-country to directly impact economic

profitability of the agriculture sector and creating employment opportunities for Liberians throughout the country.

RESPONSIBILITIES OF THE MINISTRY OF COMMERCE & INDUSTRY

The MoCI's main responsibilities are mirrored in its three pillars – Commerce & Trade, Industry, and Small Business Administration. The Ministry aims to promote and strengthen private sector growth by encouraging and facilitating regional and international trade, which is supported through bi- and multilateral trade agreements. Micro-, Medium- and Small Enterprises (MSMEs) are the backbone of Liberia's economy and require special support, which the Ministry provides through the Small Business Administration (SBA) Unit. The Ministry specifically facilitates sectoral development in key agriculture sectors through the implementation of a modern industrial policy with product linkages. The Bureau of Industry has also driven the rehabilitation of an industrial zone in Liberia.

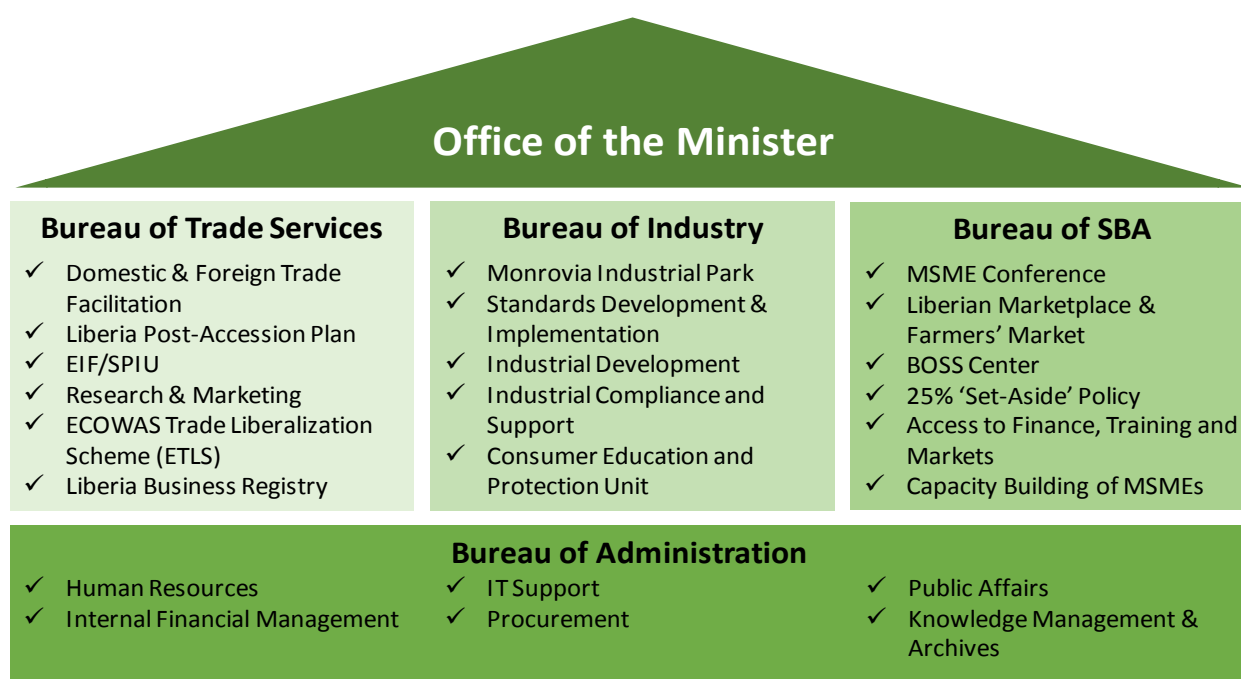
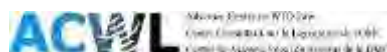


Figure 1: MoCI Departments and Responsibilities

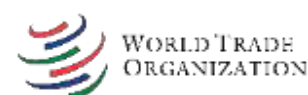
PARTNER APPRECIATION PAGE

Throughout the last four years, the Ministry of Commerce has benefited from the enabling support of numerous partners. As we transition from one government to the next, we want to thank all our international partners for

their continued support. Our 'Rebranding Commerce' strategic agenda has only been able to bear fruit due to your continued support.



JAPAN GOV
THE GOVERNMENT OF JAPAN



FOCUS ON SECTOR STRATEGIES

Liberia will face a job shortfall of around 600,000 jobs by 2030¹. Current and past economic growth approaches have not led to the structural transformation needed to create improved jobs and livelihoods for Liberians. This is largely due to Liberia's dependency on the extractive sector: Mining has driven growth, generating few job opportunities and leaving the country vulnerable to commodity price shocks.² At the same time, rubber remains the main source of export earnings, but has suffered from low world market prices.

Recognizing this, the government began focusing efforts on diversifying the economy away from extractives and

raw commodities, towards promoting value addition in key agricultural value chains as a tool to integrate smallholders into national, regional or international production processes. By shifting the focus toward developing sectors with strong economic potential for competitiveness in domestic, regional and international markets that generate employment opportunities for rural populations, Liberia can create the foundation upon which a shift to export-oriented development can be achieved. In Liberia, this change of approach is called 'Liberia Agricultural Transformation Agenda' (LATA).

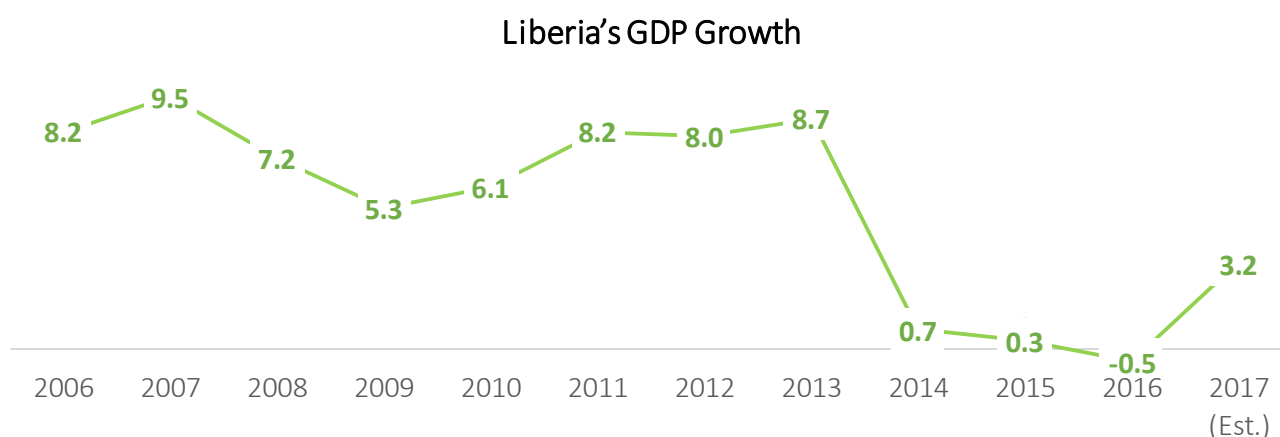


Figure 2: Liberia GDP Growth, Source: IMF

PARADIGM SHIFT THROUGH THE LIBERIA AGRICULTURE TRANSFORMATION AGENDA

To a large extent, past government and donor focus has been generic and cross-cutting, with little emphasis on promoting the growth of strategic sectors. Therefore, growth has been stifled through disconnected and uncoordinated interventions that focus on varying aspects of the value chains between (a) different ministries, agencies, and commissions, (b) varying donor programs, and (c) a combination of the two. As a result of unfocused efforts, agriculture – the sector with the most

employment potential – only grew 2.8% between 2005 and 2013, and manufacturing remained at a similarly low growth rate of 3.6%.



"Agriculture is not a way of life... Agriculture is a business."

Akin Adesina
President of the African Development Bank
and former Minister of Agriculture, Nigeria

Over the past four years, the Ministry has strongly supported and led the shift away from raw commodity dependence towards an approach promoting the creation of sustainable market systems through targeted sectoral approaches and reforms. The focus moved towards priority value chains and end-to-end value chain development in cocoa, rubber, oil palm, aquaculture & fisheries, cassava and rice because:

- The private sector is poised to compete successfully in these value chains with enabling support by the Government, as they leverage Liberia's comparative advantage and capitalize on the globalized nature of domestic, regional, and international markets.
- The priority sectors offer large potential for agro-processing, exports and downstream product

manufacturing, which is essential for agricultural commercialization;

- They provide a number of spill-over benefits through improved incomes and support for other value chains.

By focusing on end-to-end value chains and promoting product linkages, we are able to close the unsustainable trade gap Liberia has faced over the past years through increased export of higher value goods.

As Figure 3 shows, Liberia is running a consistent trade deficit, which only reduced in 2016 due to a recession-based decline in imports and the increase of gold exports (Figure 4).

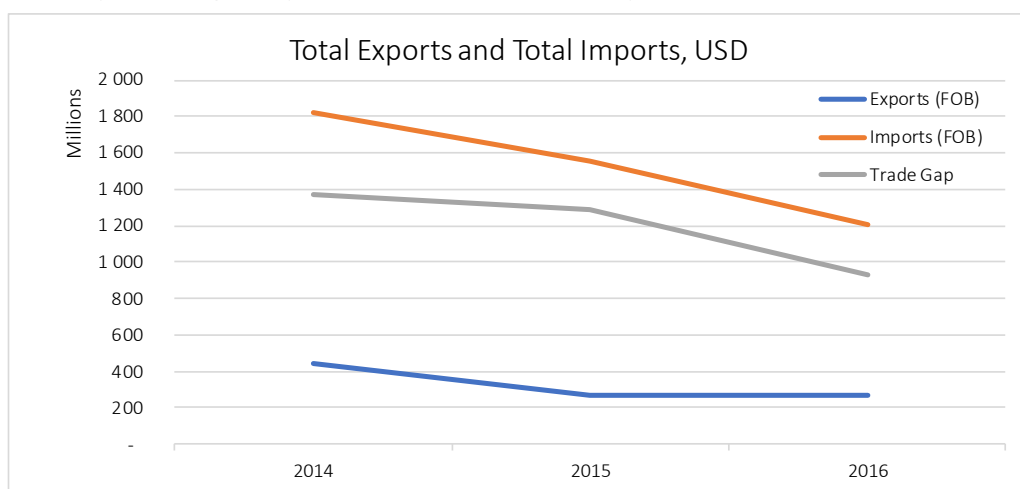
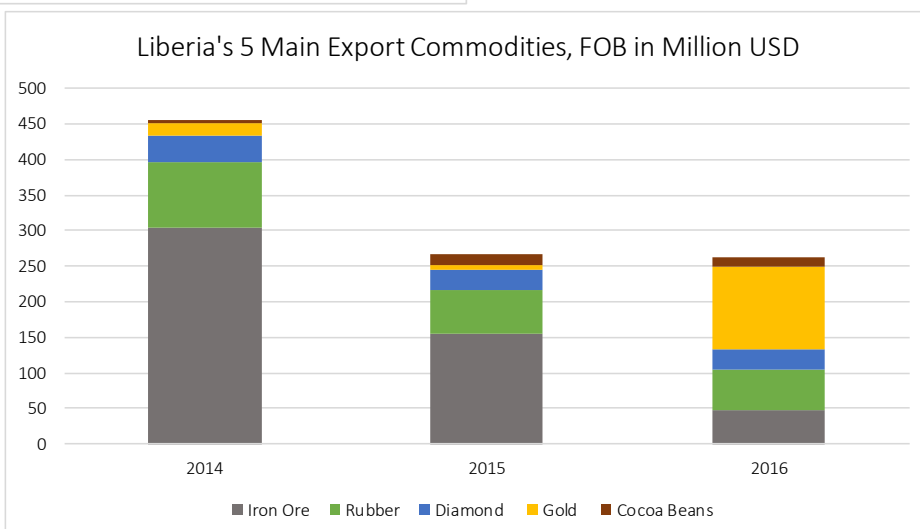


Figure 3: Total Exports, Total Imports and Trade Gap

Source: BoTS

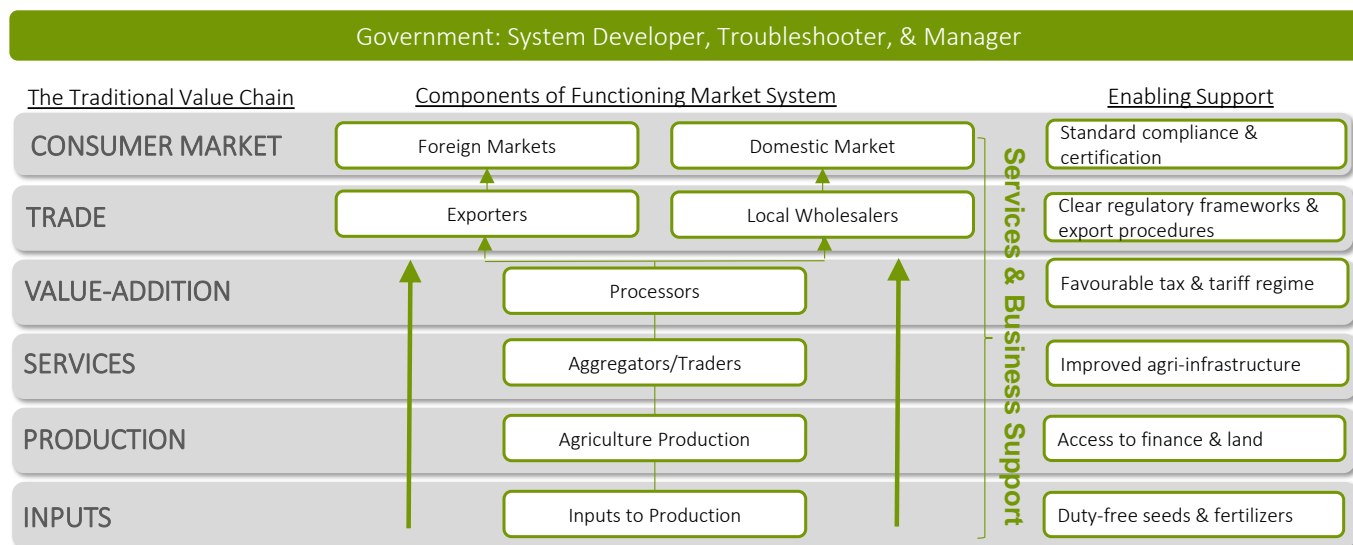
Figure 4: Liberia's Main Export Commodities

Source: BoTS



LATA is owned, driven, and managed by the center of government, especially the MoA, MoCI and MFDP. The agenda is part of a holistic attempt to promote agriculture as an engine for the creation of wealth and value in Liberia and promote industrialization so that the agricultural sector can benefit from more stable markets

and better revenues for farmers. This agenda is therefore explicitly linking agriculture to agro-processing and on to manufacturing, with services benefitting and supporting throughout. The diagram below illustrates the holistic approach being promoted, with a focus on developing market systems.



Policies, laws and regulations will therefore be identified and prioritized that:

- Focus on market-based, sustainable value addition in country;
- Open the door to the production of further downstream products, such as rubber products and oil palm products;
- Set up supportive policy and institutional framework e.g. through seed boards, research institutions, building an agro-dealer network, suitable regulators;
- Encourage export orientation by leveraging preferential trade agreements and regional policies
- Promote innovative and long-term financing

Some of the LATA priority value chains provide a clear path to this. These are rubber, oil palm, cocoa, fish, rice and cassava. The goal is to manufacture downstream value-added products from these in Liberia.

- Rubber: ribbed smoked sheets, compounded rubber, final products, such as slippers, rubber wood
- Oil palm: soaps, cosmetics, skin products, cleaning products, refined cooking oil, biomass fuel, animal feed, food and beverage products
- Cocoa: soaps, cosmetics, skin products, animal feed, cocoa breakfast cereal, mulch, cocoa cake
- Fish: fish fillets, fish oil, frozen fish, canned fish
- Cassava: gari, super-gari, fufu, baking products, glucose syrups, industrial starches, adhesives, animal feed pellets
- Rice: rice breakfast cereal, rice snacks, rice chocolate, rice cakes, rice flour

The use of agro-pole strategy, industrial parks and Special Economic Zones targeting investors in these products and their upstream intermediary products is a critical part of the LATA.

CREATION OF NEW INSTITUTIONS

A key to rebranding Commerce was ensuring that adequate structure of the Ministry suited to better serve the public. In pursuit of this objective, under the leadership of Minister Addy, two new institutions were created: The Small Business Administration and the Liberian Intellectual Property Office.

DRIVING INCLUSIVE GROWTH THROUGH THE SMALL BUSINESS ADMINISTRATION

In ECOWAS, with some 300 million people across fifteen member states, SMEs drive 90% of economic activities. Entrepreneurs are driving the region's transformation and SMEs are proving to be the missing link to reach inclusive growth, accounting for approximately 60% to 90% of global employment. In developing countries like Liberia, SMEs provide two-thirds of all formal jobs, contributing to over 45% of employment and 33% of GDP.

Given the importance of SMEs in driving innovation and inclusive growth, the SBA was established through an Act of the National Legislature in December 2014, replacing the former MSME Division, which was implementing the national policy on MSME development in Liberia in 2011. It aims to strengthen small businesses in Liberia, create more private sector employment opportunities, address poverty challenges and develop a robust middle class.

With the support of the government of Japan, the Division began executing programs and activities to support the growth of MSMEs in March 2012. The new Small Business Administration (SBA) continues the implementation of the policy by providing assistance through five pillars:

1. Legal and Regulatory Reforms
2. Access to Finance
3. Access to Markets
4. Access to Trainings
5. MSME Conference and Made in Liberia Trade Fair

1. Legal and Regulatory Reforms

Through the Passage of the Small Business Empowerment Act, the Small Business Administration has been given the mandate to ensure that 25% of all public procurement is 'set aside' for SMEs, with 5% reserved for women-owned SMEs. The SBA publishes an annual report to measure the compliance of the Government of Liberia with this objective. The FY2015/2016 report, published June 30th 2016, reports that US\$ 42.6 Million worth of public procurement was awarded to SMEs, with 5.75 Million going to Women-owned businesses. The report can be accessed in full detail on the website: www.sbaliberia.org.

Fostering economic growth can only be successful if we learn to work hand in hand with the private sector, enabling them with the right policies, procedures, and regulations in place to overcome challenges of access to energy, transportation, water, health, and education. For this to happen, it is essential to call regular working groups with strategic MSMEs to understand and address bottlenecks inhibiting growth.



President Sirleaf-Johnson signs the Small Business Empowerment Act, creating the Small Business Administration

2. Access to Finance

The need for targeted, affordable financing for MSMEs, particularly in agriculture, is vividly evident in Liberia. The Liberian economy has long been driven by major

concessions, in rubber and iron ore; today, while those commodities remain important, the Government is also placing emphasis on economic diversification beyond those commodities, particularly through agriculture, agro-processing and manufacturing. But this transformative shift can only materialize by investing in sectors of the economy that have the greatest potential for broader economic impact in full partnership with the private sector.

Financing availability is therefore essential for the creation of a robust private sector and therefore healthy trading system – up to 80% of trade is supported by some form of financing or credit insurance. However, there are significant gaps in providing access to these tools to many MSMEs, significantly reducing their ability to improve trade and expand.

The MoCI has so far focused on financing MSMEs at the early-stages through seed funding through the LIFE-Fund and the Entrepreneurship Plus Program (see p.19), as well as providing an overview of commercial loan options that are available to MSMEs. However, much work remains to be done in the area of Access to Finance to MSMEs. As MSMEs have access to less collateral, guarantees, and credit histories than large companies, tailored products need to be created in cooperation with commercial banks, especially for farmers. While the SBA will not take the role of a commercial bank, it can provide linkages between MSMEs and commercial banks and accompany those MSMEs that receive financing through business capacity support.

Liberia is currently missing early stage financing and business/project development, such as done by Agdevco for the agricultural sector for example. Liberia needs more of this type of financing to bridge the gap and develop businesses to a point where they become bankable by commercial banks. Besides, focused technical assistance is too often not aligned to support financing.³ International partners (like USAID's Development Credit Authority) and the private sector (like Root Capital) could deploy not only financial resources, but also dedicate time and technical expertise that is matched to the needs of entrepreneurs.

It is essential to develop appropriate financing facilities and accompanying business capacity support, targeted to farmers and businesses in sectors that can compete in a globalized economy and that can serve as the backbone of inclusive growth, by providing economic spillovers and jobs.

3. Access to Markets

To successfully develop, MSMEs require access to domestic, regional, and international markets. The SBA has continuously strengthened SMEs access to domestic markets through key initiatives: the annual *MSME Conference*, the *Liberian Farmers Market*, the *Liberian Market Place* and the *MSME Directory*. The annual MSME Conference exposes a wide-range of MSMEs under an annual topic to potential clients, investors and donors.

The *Liberian Farmers Market* takes place every second and last Saturday of the month and creates an opportunity for farmers to sell their produce directly to large clients, such as supermarkets. The SBA has created this initiative to create closer market linkages and more dynamic feedback between clients and farmers. Currently, the SBA continues to support this initiative through marketing and logistical support (as described in more detail on p.12).

The *Liberian Market Place* is a newly renovated showroom for Liberian-made products on the top floor of the Nancy Doe Market in Sinkor, an initiative by the SBA.

The *MSME Directory* is a database that lists all MSMEs that have registered with the SBA. The database currently lists 108 companies with business name, owner, sector and contact information. It is a good source of information for anyone looking for services in a specific sector. The 2016 MSME Directory can be accessed on the website of the SBA at www.sbaliberia.org.

In the future, the SBA should continue to improve MSMEs Access to Markets by building on the initiatives started. Specifically, the Farmers Market should be made a bigger event that draws more farmers, supermarkets and restaurants in collaboration with the Ministry of Agriculture. The SBA should also work to turn over the Liberian Market Place over to a private operator who can

generate the necessary buzz around Liberian-made products through the hosting of more events, such as a night market.

4. Access to Trainings: Building Skills and Knowledge

Capacity Development is an inherent component of most development investments in Liberia, and a fundamental requirement to achieve and sustain gains in national recovery and reconstruction. This remains a cross-cutting issue and applies to the SBA department as much as it does to the private sector players. Building and implementing a robust capacity development program remains a key priority for MoCI. To this end, the SBA organizes periodic trainings, workshops and seminars in branding, packaging, intellectual property rights, customer service and basic book-keeping for Liberian-owned businesses. Current efforts should be increased and tailored more towards MSME-needs.

Year	Training	Participants	Local or International
2012	Zwedru	34	Local
2013	Conference Exhibitors	50	Local
	South Korea	3	International
2014	Conference Exhibitors	50	Local
	Rwanda	4	International
	Indonesia	8	International
2015	Conference Exhibitors	50	Local
	China	1	International
2016	SBA Training Center	125	Local
	Conference Exhibitors	100	Local
	Thailand	2	International
	India	1	Local
2017	Bentol City	23	Local
	The Liberian Marketplace	17	Local

Source: Ministry of Commerce and Industry

More targeted training opportunities for strategic, catalytic investors and entrepreneurs are necessary to achieve inclusive growth. Besides, a strong commitment to implement the strategic investor listing is necessary to promote players in priority value.



Entrepreneur Angie M. Howard, from Cassava Processer Falama Inc.

5. MSME Conference

The MSME Conference was first launched in 2013 as a flagship pillar of the Ministry of Commerce new administration under Minister Axel M. Addy and the Senior Management Team. The Annual MSME Conference was introduced as a tool to implement the four pillars of the Micro, Small and Medium Enterprise Policy (2011 MSME Policy) which was the country's first National Policy on Poverty Alleviation and Wealth Creation for Liberian MSMEs.



President Sirleaf-Johnson opening the 2015 MSME Conference



Plenary Session during the 2015 MSME Conference

As small businesses are at the heart of the country's private sector and make a significant, but often unaccounted-for contribution to Liberia's economy, there was every reason to devote public resources to strengthen small businesses in Liberia. As the main source of income for the great majority of Liberian people, microenterprises are the cornerstone of family welfare in Liberia.

Specifically, the Conference provides capacity building training for selected Liberian owned businesses who made products for local and international consumption, creating market linkages where international and local buyers express their consumption needs to local vendors. Trade fair winners walk away with US\$5000 each year and many SMEs get connected to local and international financial institutions.

The MSME Conference is the flagship project of the Small Business Administration and was held for the first time in 2013. It has since grown into the Ministry of Commerce

and Industry's main annual event with hundreds of donors, investors, SMEs and clients attending the various events organized during the conference.

LIBERIAN INTELLECTUAL PROPERTY OFFICE

The Liberia Intellectual Property (IP) Act of 2014, which the Senate passed into law in September 2015 and was passed in the lower house in 2016, provides the legal and administrative framework for the protection of intellectual and industrial property rights. The new IP Act merges the Liberia Copyright Office (LCO) and Liberia Industrial Property Office (LIPO) to create an autonomous Liberia Intellectual Property Office (LIPO).

Liberia's Achievements

Liberia is a party to several international intellectual property agreements including those of the World Intellectual Property Organization (WIPO) and the African Regional Intellectual Property Organization (ARIPO). It is

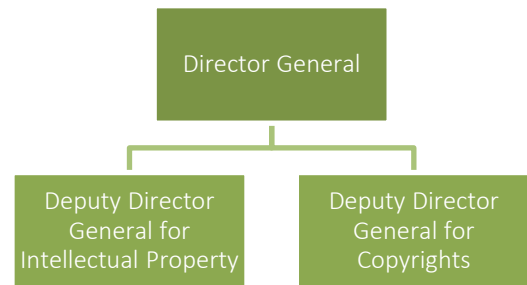
also a contracting party to international conventions and treaties on the protection of intellectual and industrial property rights including the Berne, Paris, Lisbon, Vienna, Washington Conventions, and the Madrid Agreement.

In October 2015, the national legislature ratified the following IP related agreements, protocols, and treaties necessary for Liberia's accession to the WTO:

- An Act to Ratify the Agreement on the Creation of ARIPO,
- An Act to Ratify the Swakopmund Protocol on the Protection of Traditional Knowledge and Expression of Folklore,
- An Act to Ratify the Protocol on Patents and Industrial Designs within the Framework of ARIPO,
- An Act to Ratify the Marrakesh Treaty to Facilitate Access to Published Works for Persons who are Blind/Visually Impaired/or otherwise Print Disabled,
- An Act to Ratify the Banjul Protocol on Marks of ARIPO,
- An Act to Ratify the Patent Law Treaty, and
- A new building and organizational structure.



Minister Axel M. Addy and Francis Gurry, Director General of WIPO when Liberia acceded to the Marrakesh Treaty in 2016



Liberian Intellectual Property Office organizational chart

These new laws are expected to improve the protection of IP rights in the country as the GoL is committed to the WTO principles.



Plans for Liberia's Intellectual Property building

Protecting Your Intellectual Property in Liberia

Intellectual property laws in Liberia cover such areas as domain names, traditional knowledge, transfer of technology, patents/copyrights, etc. The Constitution of Liberia guarantees the protection of private property.

Several general principles are important for effective management of intellectual property rights in Liberia: Rights must be registered and enforced in Liberia, under local laws. For example, a U.S. trademark and patent registrations will not protect its holder in Liberia. There is no such thing as an "international copyright" that will automatically protect an author's writings throughout the entire world. Protection against unauthorized use in a particular country depends on the national laws of that country. However, most countries do offer copyright protection to foreign works in accordance with international agreements.

STANDING MEETINGS AND EVENTS

MoCI ensures coordination across its internal divisions and with other government Ministries and Agencies through a number of recurrent standing meetings. These enable the Ministry of Commerce to regularly monitor progress and stay up to date on its reform agenda.

THE MINISTER

The Minister of Commerce and Industry sits on the following standing meetings and boards:

- Boards: National Port Authority (NPA), Liberia Revenue Authority (LRA), Environmental Protection Agency (EPA), Liberian Intellectual Property Office (LIPO), Special Economic Zones (SEZ), Monrovia Industrial Park (MIP)
- And all standing committees of the ministry

ADMINISTRATION

The Deputy Minister for Administration oversees the following committees and working groups:

- Procurement Committee
- Internal Audit Committee
- Internal Reform Committee

COMMERCE

The Deputy Minister for Commerce and Trade Services oversees the following committees and working groups:

- The National Trade Facilitation Committee & Secretariat
- Business Reform Committee
- WTO LPAP Steering Committee & Technical Working Group
- Policy Steering Committee
- National Approval Committee
- BIVAC Task Force
- Liberia Business Registry Oversight Committee
- Mobile Business Registry Committee

- Export Strategy Working Groups (cocoa, fisheries, rubber and oil palm)
- National EIF Steering Committee
- Liberia Incentive Based Risk Sharing system for Agricultural Lending

INDUSTRY

The Deputy Minister for Industry oversees the following committees and working groups:

- Environmental Protection Agency Board Meeting
- Oversight of National Standards Lab Committee
- MIP Technical Review Panel
- National Industrial Policy Implementation Committee

SMALL BUSINESS ADMINISTRATION

The Deputy Minister for Small Business Administration oversees the following committees and working groups:

- SBA Steering Committee
- Technical Working Group and Sub-Committee Meetings for Annual MSME Conference
- Annual MSME Conference
- UNDP/SBA BOSS
- Inter-Agency Technical Working Group Meeting
- LIBA MoU Working Group

OTHER STANDING EVENTS

Besides the above mentioned standing meetings and committees, the MoCI organizes the following events on a regular basis:

- County Tours are undertaken in the dry season with the entire Senior Management Team to all major counties that provide citizens the chance to ask questions in town hall meetings
- Quarterly Press Briefings are organized to brief the press on recent developments within the MoCI

PEOPLE BEHIND 'REBRANDING COMMERCE'

Before Min. Addy took over the leadership of the MoCI, positions were filled not necessarily based on competence, but seniority. This has changed through the 'Rebranding Commerce' agenda and several capable employees have been promoted to higher positions, often starting as interns and becoming directors through short periods of time. Each year, employees were also awarded the 'Employee of the Year' award to reward outstanding performance.

Mohammed Turray worked for the Ministry of Commerce and Industry as an inspector from 2009 until 2013. Following the establishment of the National Standards Laboratory (NSL), he was chosen to become its first administrator and served in this position until 2014. He was then appointed by H.E. President Sirleaf Johnson to become Assistant Minister for Industry. Minister Turray is the first MoCI employee to be promoted to a Minister's position and serve as political appointee.



After a short internship in 2012 at MoCI, **Jefferson J. Fahn** joined the China Program Internship at the WTO in Geneva in 2014 as the first (and so far only) Liberian. Following his engagement in Geneva, he joined the Ministry of Commerce in 2015 as Assistant Director for Price Analysis before being promoted to Director of Foreign Trade in 2016. He works on Liberia's Post-WTO-Accession Plan and also serves as technical personnel for the EIF SPIU.



Joseph Blango joined the Ministry of Commerce and Industry in 2012 as an intern and was hired as an analyst in 2013. He has since become Assistant Director for Human Resources (2014) and has been promoted to Director for Human Resources in 2015. In his role, he supports the Deputy and Assistant Ministers for Administration on all matters relating to Human Resources.

Morris Sherman was hired as a driver to the Ministry of Commerce and Industry in 2012 through a USAID project. He then became a driver for the Ministry and has been promoted to be the Chief of Security by Minister Addy in 2017. Sherman has done an outstanding job in protecting the Ministry of Commerce and Industry from smaller and larger threats, especially throughout a tense election period.



Pa Yekeh has been one of the most devoted employees of the Ministry of Commerce over the last three decades. He works in the Minister's Office as a Messenger and can normally be seen as arriving the earliest and leaving as one of the last. He also ensures all property of the Minister's Office stays clean and in its rightful place.



Pa Kollie has been working in the Ministry of Commerce for many years. He currently works in the security team and makes sure that no unwelcomed guests come into the Ministry. Pa Kollie was awarded the title 'Employee of the Year' in 2014 for his contribution to the Ministry.



Elizabeth Maakundu joined the Ministry of Commerce and Industry as a Secretary in 2012. She was awarded the title 'Employee of the year' in 2013 and due to her performance, was promoted to Coordinator for Trainings in the HR Department in 2014.

Alexander Shiakeh joined the MoCI in 2006 as a Price Analyst and, following completion of a Master's degree, was promoted to Economist and Coordinator in the WTO Unit in 2013. He completed the WTO Mission Internship in Geneva for 9 months and then came back to the Ministry as a Policy Analyst working directly for the Minister. In 2017, he was promoted to Director for Domestic Trade.



PROJECTS IN INNOVATION

LIFE FUND

The Liberia Innovation Fund for Entrepreneurship (LIFE) is a private sector investment fund which focuses on developing and promoting innovations in the Liberian private sector by investing in capital infrastructure projects that promote the growth of SMEs and promote value addition within key industrial sectors.



LIFE also provides seed funding to support the growth and development of industries in local communities to provide employment opportunities and improve livelihoods. To this end, the LIFE Fund supports three key initiatives: The E+ Program, The Lofa Women Weaving Center and The Liberian Marketplace.

LIFE was established by the Ministry of Commerce and Industry in 2014 in partnership with the Government of Japan and has an approved budget of US\$ 665,000 (LD 58,187,500.00). The Note Verbal was signed by the Government of Japan on April 22, 2014.

LIFE will address three constraints that are currently restricting the development of Liberian businesses:

Credit Constraints and Risk

The intervention of the Central Bank of Liberia's stimulus package has increased liquidity in the financial system lowering interest rates on loans to MSMEs to as low as 8 percent. However, loans are difficult to obtain given requirements on collateral in all but two financial institutions.

Managerial and Financial Management

Life-Fund projects provide experienced advisors working alongside entrepreneurs to make the difference between a successful business and a first-year failure.

Lack of Domestic Ownership of Businesses in Liberia

The investment code of 2010, outlines 16 sectors designated for Liberian ownership to provide space for Liberians to have a section of the economy. However, due to fronting, lack for adequate resources for enforcement, lack of business capital, and lack of business know-how, some of these sectors have remained in the hands of foreign business-owners.

THE E-PLUS PROGRAM

The Entrepreneurship Plus/ Business-in-a-Box (E+/BiaB) is a one-year effort by IFC, MoCI, SPARK, Single Spark and The Business Start-Up Center Monrovia (BSCM) to boost the SME ecosystem in Liberia. The Program is a youth entrepreneur empowerment program designed to promote youth entrepreneurship through training and access to finance. The program identifies and promotes ten entrepreneurs annually through a business plan competition and awards seed funding of US\$ 10,000.

The first generation of promising youth innovators with great ideas and solutions to real challenges in business and society has been awarded during the 2015 MSME Conference. The second generation of E-Plus entrepreneurs was selected during the 2016 MSME Conference.



Some of the First Class E+ Graduates at the 2016 MSME Conference

LOFA WOMEN WEAVING CENTER

As part of its Rural Industrial Promotion Program for Economic Empowerment (RIPE) with funding from LIFE, MoCI is implementing the LOFA Women Weaving Center (LWC). The project will serve as a facility to organize and build the capacity of rural women cooperatives, i.e. 50-150 members working in the textile sector to produce 'Lofa Cloth' for local and international markets.

It will facilitate product and design development, innovation through competition among designers and weavers to produce quality products, using 'Lofa Cloth'. Most importantly, the project will provide on-the-job training for local weavers through an apprenticeship program to improve their skills and handicraft techniques and help reduce poverty in rural communities. The Center is being constructed on a portion of 25 acres of land donated by the elders of Kolahun. The property budget of US\$231,000 for construction was funded by the LIFE-Fund/Government of Japan and the construction will be completed in November 2017.

The center will accommodate:

- A small showroom for sales activities,
- A tailoring hall to accommodate at least 10 tailors and their machines,
- A weaving hall to accommodate at least 30 weavers and their machines, and
- A receiving and processing hall for cotton to accommodate at least 5 machines.



Concept design of the LOFA Women Weaving Center

LIBERIAN MARKETPLACE AND FARMERS MARKET

The Liberian Market Place was initiated in 2014 to showcase Liberian made products. The Ministry of Commerce and Industry renovated the top floor and front area of the Nancy Doe Market in Sinkor for the Liberian Marketplace and Farmer's Market.



President Sirleaf-Johnson and Minister Addy at the Liberian Marketplace on the 2nd floor of the Nancy Doe Market in Jorkpentown, Monrovia

This facility will enhance market linkages and promote made-in-Liberia products from sectors like textile, manufacturing and food processing, arts and crafts, rubberwood, etc.

The cost for the renovation of the interior and the sides of the Marketplace was US\$ 110,826.69. Refurbishing the backyard of the Marketplace is phase two of the project and is currently being completed. The Farmers Market continues to connect numerous rural farmers to urban clients and has thereby contributed to the establishment of market linkages.

The Liberian Farmer's Market takes place in front of the Liberian Marketplace every second and last Saturday of every month. SMEs in the agri-business sector are invited to sell their produce directly to clients to establish lasting market linkages between farmers and urban buyers, such as supermarkets and restaurants. The SBA provides marketing and logistical support in the form of transport for out-of-town farmers to promote the initiative. So far,

the events have been a success and numerous farmers have been able to sell their products to clients and generate income from their farming activities.



Visit by the Crown Prince of Norway to the Liberian Marketplace in 2017

Besides the renovation of the backyard of the Nancy Doe Market, the long-term vision is to turn over the Liberian Market Place to a private operator to run the facility and organize events to allow MSMEs to sell their products. The SBA has therefore held talks with SME Cookshop.biz. and is seeking to finalize the turnover of the Liberian Market Place and the Farmers Market.

BOSS PROJECT

In collaboration with UNDP and the Ministry of Internal Affairs, the Business Opportunities through Support Services (BOSS) Center was launched in November 2017 by President Ellen Johnson Sirleaf.



President Johnson-Sirleaf cutting the ribbon during the formal opening of the BOSS center in 2017

The BOSS Project aims at enhancing decentralization and support to the MSME policy implementation in Liberia through providing opportunities to start-ups, entrepreneurs, and establishment of business support infrastructure at the County level.



The BOSS Center in the SBA provides Liberian SMEs with access to computers and internet

The 3-year program will adopt a three-pillar approach aimed at:

- Enhancing the skills of micro and small business owners/managers,
- Increasing underserved groups' access to economic opportunities, and
- Broadening underserved groups' access to resources needed to respond to economic opportunities.

Already, several needs assessment missions have been conducted in key counties and county offices, such as the one in Kakata, have been established.

The county centers are at the heart of the BOSS project and will provide Business Development Services for entrepreneurs and MSMEs. These services include training, advisory, coaching and mentoring services. The BOSS project will work with local service providers for delivering the Business Development Services and will also provide 'training of trainers' to enhance the local trainers' capacity in delivering effective Business Development Services in the County Centers. The newly renovated ground floor of the Ministry of Commerce will furthermore be used for training and networking events for SMEs.

COMMERCE AS A CONNECTOR

Throughout the last four years, the Ministry of Commerce and Industry has increasingly played the role of interconnecting and engaging with different stakeholders to achieve outcomes of national interest.

PRESIDENTIAL TASKFORCE MEETINGS

The Ministry of Commerce and Industry took a leading role on the Presidential Taskforce Meetings that took place from 2013 until 2016. These meetings were of strategic importance in achieving cross-ministry and cross-agency coordination on important topics, such as economic activities impacted by the Ebola Virus Disease (EVD).

DOING BUSINESS SCORECARD

Within GoL, the Ministry of Commerce promotes the interests of businesses most strongly. After several years of progress via the Liberia Better Business Forum (LBBF) under former NIC-chairman Richard Tolbert, efforts to improve the business environment came to a stand-still, as evidenced by the decreasing position of Liberia in the World Bank Doing Business Indicators.

The Ministry of Commerce therefore organized several high-level Business Reform Committee Meetings in 2016 and 2017 to tackle 'low-hanging fruit' reforms that benefit the business environment. Through these joint meetings with the private sector, hosted at the Liberia Chamber of Commerce, several action items were completed, such as the publication of the Insolvency Bill, LEC 'Getting Connected' Procedures and an administrative regulation from MPW on the reformed construction permit process.

MCC TRADE INDICATOR

A good example of how the Ministry of Commerce pushed for reforms is the improvement of the trade component of the Millennium Challenge Corporation (MCC) Liberian Threshold Program, through efforts to improve trade policy and practices. The program

supported harmonizing tariffs to international standards by training Liberian officials and launching a multimedia reform awareness campaign. The program supported efforts to reduce non-tariff trade barriers through increasing engagement with regional and global organizations and by improving the regulatory environment. The program also supported the creation of a new customs code, updated regulations, a public information campaign, and training for relevant stakeholders. Finally, the program supported protection of intellectual property rights, including legislation amendments and trainings.

Based on data from the Heritage Foundation, the Trade Policy Indicator improved from 61.4 in FY2012 to 72.8 in FY2017, a key contributor to Liberia's achievement of Compact, as indicated in Figure 6.

ROAD FUND AND LATA

Along with the Ministry of Public Works, the Ministry of Commerce developed a pricing model to finance Liberia's first national road fund. The national road is Liberia's budgetary mechanism to set aside public resources for the maintenance of the road network. In light of the limited time horizon of donor funding, designating a stand-alone fund has become imperative. The road fund has been funded through a levy on gasoline imports via LPRC.

Another initiative that was spearheaded by the MoCI through close-nit government-to-government (g2g) cooperation is LATA that was initiated and is co-led with the Ministry of Agriculture.



Figure 6: MCC Trade Policy Scorecard

NATIONAL STANDARDS LABORATORY

The National Standards Laboratory (NSL) of Liberia as a testing and calibration facility is linked to Liberia's initiative and processes to meeting WTO regulations especially aiming at strengthening the sanitary phytosanitary (SPS) system in Liberia. This will enable the country to prevent importation of sub-standard products that may threaten public, plant or animal health, and assuring food and agriculture exports from Liberia meet international standards. The initial support was received through the West Africa Quality Program (which received funding from the EU) implemented by UNIDO in collaboration with the government of Liberia through the Ministry of Commerce and Industry as its lead ministry. The NSL facility was formally dedicated by H.E. Madam Ellen Johnson-Sirleaf, President of the Republic of Liberia on 9th September 2011.

The NSL consists of three major laboratories, aimed at testing imported goods and calibrating equipment. More recently, technical support to facilitate exports has become more important.

The Chemical Testing Laboratory

Its major goal is providing quality analytical testing services for the purpose of determining whether food meets specification in order to protect the consumers interest and verifying claims on labels.



Technicians working at the National Standards Laboratory

The Microbiology Laboratory

Its major goal is providing quality microbiological testing services for the purpose of protecting consumer economic interest, verify producer claims, and ensure that product does not contain microbial contaminations.

The Metrology Laboratory

Its major goal is providing calibration services to businesses and laboratories; thereby ensuring that customers receive a fair value of their money spent

Technical Support for Agricultural Exports

To provide technical services to food producing industries in Liberia to enhance the production of safe food and helping businesses with initial assessments to get export certification.



Delegation from NSL along with private sector representatives and Min. Addy visit the Ghana Standards Authority in 2016

Expansion Plans

Plans to expand the facilities to achieve ISO accreditation have been drafted but require additional funding. Following a MoU with the Ghana Standards Authority, the NSL will furthermore be turned into the Liberian National Standards Authority, as per the National Standards Act.

MONROVIA INDUSTRIAL PARK (MIP)

BACKGROUND

The Monrovia Industrial Park was established through an Act of the National Legislature in 1965 to promote and incentivize domestic and foreign investments in manufacturing. The original land allocated for industrial development was 1,112 acres. Over time, the Park was heavily encroached upon by squatters and claimants. In 2013, a decision was reached to reclaim approximately 400 acres. Following a 2-year period of community engagement and legal action, Phase I, the demolition of an initial 200 acres, has been completed.

In July 2016, the Management of the MIP was officially turned over by the Office of the President from NIC to the MoCI by an official letter for purposes of accelerating the development in keeping with MoCI industrial development mandate. The MoCI has since been fast-tracking the development of the MIP under the leadership of the Deputy Minister for Industry (DMI).

RECENT DEVELOPMENTS

Firms operating in the MIP: Currently, three factories are fully operating inside the MIP: TIBA Group Industries produce biscuits and confectionary, NP Liberia packages cooking gas and Garson Steel manufactures wire nails. Four firms are currently developing their sites: West African Venture Fund (noodles and packaging), Sethi Brothers (steel), Premiere Milling (wheat flour) and Supreme Mattresses (mattresses). Several lease holders still hold leases but are inactive. The MoCI is engaging MoJ to cancel these inactive lease agreements.

Fencing: The construction of a wire fence around the MIP is completed while renovation on a one stop shop office is underway.

Land Survey and Deed: The MoCI completed a comprehensive land survey of the 200 acres in cooperation with MLME. The survey was successfully completed and has resulted in a detailed map that shows all available and occupied lots with GPS-reference as well

as a Deed vetted by the Land Authority and signed by H.E. President Johnson-Sirleaf.

MIP Regulation: The MIP Regulation entered into force in July 2017 and establishes the Inter-Agency Board to administer the MIP. The Regulation specifies all obligations and rights for all stakeholders (developer, users etc.).

Master Development Plan: A detailed development plan has been drafted that lists the infrastructure needs, associated development costs, forecasts revenues and shows a detailed work plan. The Master Development Plan will serve as the roadmap to fully develop the MIP in the future and was completed in association with various technicians, hired by UNDP and from MPW.



Part of the surveyor's site plan for the approx. 200 acres incl. occupied and unoccupied lots



LPG-Packaging Facility by NP Liberia inside the MIP

LIBERIA BUSINESS REGISTRY

The Investment Climate Facility for Africa (ICF) worked with the Government of Liberia to design, develop and deliver a modern Business Registry that would ease enterprise formalization and registration. The key objective was to reduce the time, cost and complexity associated with registering a business as a means to boosting private sector development in Liberia.



The Liberian Business Registry Building on Nelson Street

A single point registration system for business registration is now operational in Monrovia, Ganta and

Buchanan and the timeframe to register a business has reduced from 99 days to a maximum of 6 days. Registering a business in Liberia now only takes between 48 and 72 hours, and the procedures involved are clearly outlined.⁴

Message from Registrar General Mr. Abu Kamara

Since the implementation of the Liberia Business Registry as a one-stop-shop to register businesses in Liberia, we have tremendously improved our processes. If all documents are available, it normally takes around 48h to register a business. Liberia ranks second-best country in Africa and 37th best country world-wide for registering a business as per the 2017 World Bank 'Doing Business' Indicators.



LIBERIA BUSINESS REGISTRATION PROJECT

“The grant of US\$ 2.5 million awarded by ICF to the Government of Liberia for development of a modern business registry has resulted in a state-of-the-art business registry which is expected to create an enabling environment to increase formalization of Liberian businesses.”

- Her Excellency Ellen Johnson Sirleaf
President of Liberia



LAWS AND REGULATIONS

LAWS

Under the leadership of Min. Addy, the Ministry of Commerce and Industry has passed numerous laws. These can be accessed on the MoCI website ([link](#)).

Small Business Empowerment Act

The Small Business Empowerment Act of 2014 establishes the SBA and 'sets aside' 25% of public procurement to SMEs, with 5% women-owned SMEs.

Competition Law

The new Competition Law signed in 2016 regulates the operation of an efficient free market system in Liberia.

Intellectual Property Law

The Intellectual Property Law was approved by the Legislature in 2016. It seeks to prevent counterfeiting in all sectors and provides ownership of artistic works, inventions and academic research, among others.

Foreign Trade Law

The Foreign Trade Law provides the necessary framework to create a more efficient free market system in line with the obligations of the World Trade Organization. It was signed into law in June 2016.

Insolvency Law

The Insolvency Law establishes legal procedures to deal with insolvencies and has greatly improved Liberia's performance in the World Bank Doing Business Indicators (Ease of Resolving Insolvency from rank 168 to rank 106).

Special Economic Zones (SEZ) Act

The Special Economic Zones Act of 2017 establishes the National SEZ Authority, which can legally create SEZs in Liberia. It also provides the legal basis to drastically improve the business environment inside SEZs through potential tax and customs waivers and one-stop-shop services for the provision of Government services.

REGULATIONS

Import Permit Declarations (IPDs)

Following Administrative Notice MCI/No.008/06/2013, Administrative Regulation 002/01/12/2015 further shortens the list of specific products and commodities requiring Import Permit Declaration (IPD) from 27 to 11.

Export Permit Declarations (EPDs)

Administrative Notice MCI/No.006/06/2012 reduces the list of specific products and commodities that require an Export Permit Declaration (EPD) to four commodities.

Notification Point for Technical Regulations

Administrative Regulation MCI/No.001/09/2015 establishes an Enquiry and Notification Point for Technical Regulations as of September 03, 2015.

Monrovia Industrial Park

The Monrovia Industrial Park Regulation will operationalize the inter-agency advisory board with MoCI as chair to operationalize the construction and development of the MIP. The regulation includes guidelines, fee schedule and application form for potential investors to the MIP.

Investment Code of 2010

The Regulation on the Investment Code of 2010 clarifies several key aspects of the law introduced in 2010.

Sector-Specific Regulations

MoCI is introducing four sector-specific regulations that protect the consumer by specifying the necessary regulatory framework for companies operating in the following sectors:

- Packaged drinking water,
- Gas Stations,
- Wheat Flour Fortification, and
- Liquefied Petroleum Gas (Cooking Gas).

POLICIES AND STRATEGIES

Throughout the last four years, the MoCI, in partnership with the International Trade Center (ITC), launched several export and trade strategies that provide the blueprint for export-oriented development in several key sectors.

NATIONAL EXPORT STRATEGY

As one of the two first strategies, Liberia launched its National Export Strategy (NES). It provides sector support to key sectors where Liberia has the best opportunity to generate export diversification.

The NES is the result of a country-owned and stakeholder-driven process, under the leadership of Liberia's Ministry of Commerce and Industry and with the technical guidance and overall project management of ITC. Comprehensive collaboration with public-sector stakeholders such as the Ministry of Agriculture and the private sector, including micro, small and medium-sized enterprises and sector associations, constituted the bedrock of the process. Civil-society organizations were also part of the consultative process.

The NES 2014-2018 also recommends key actions that align MSMEs, Policymakers, Liberian Institutions, Donors and Development Partners. The full document can be accessed [here](#) with a factsheet available [here](#).



President Sirleaf-Johnson launches the NES and National Trade Policy with ITC Executive Director Ms. Arancha González

NATIONAL TRADE POLICY

The National Trade Policy (NTP) was also launched during the 2014 MSME Conference and serves as the Government's overarching strategy for trade, steering the country towards regional integration into ECOWAS and multilateral integration into the WTO. It was drafted with a view to boost the capacities of the private sector and re-connect the country with regional and global markets. The Liberia National Trade Policy 2014-2019 can be accessed [here](#).

SECTOR-SPECIFIC EXPORT STRATEGIES

Under the umbrella of the 2014 NES, the MoCI launched several other sector-specific strategies that highlight key insights on the various sectors and recommend a set of actions how best to develop the sector further.

The Cocoa Export Strategy ([link](#)), Oil Palm Export Strategy ([link](#)), Cassava Sector Strategy ([link](#)), The Fish and Crustaceans Export Strategy ([link](#)), and the Export Strategy on Tourism ([link](#)) and Rubberwood Furniture Export Strategy ([link](#)) can all be found online.



Export Strategies for Cocoa, Tourism and Oil Palm

INDUSTRIAL POLICY

The 2011 Industrial Policy provides a focused and clear set of actions for Government and MoCI to take in relation to boosting value addition in the industrial sector.

TRADE



Liberia's Final Working Party Meeting, Liberian Delegation along with Chair Ambassador Joakim Reiter and members of Accession Division.

Liberia is limited in size and most people have limited purchasing power. To achieve an economy of scale and make production viable, Liberia must focus on exporting. In pursuing an export-oriented industrialization, Liberia should focus on promoting products domestically, regionally, and globally.

WTO ACCESSION

Path towards Accession

After WTO accession negotiations had stalled, a letter from President Ellen Johnson-Sirleaf to the Director General of the WTO indicated that the country desired to achieve an accession by the end of 2015. On 2 May 2014, amidst a storm of a devastating health crisis, the President appointed the Minister of Commerce and Industry as chief negotiator with WTO members to achieve this ambition.

After several rounds of negotiations, Liberia deposited its Instrument of the Acceptance of the Protocol on Accession to the WTO on June 14th, 2016, meeting the final requirement for WTO Membership.

Liberia Post-Accession Plan

"We have now worked out a package called the post-accession plan which provides a platform to help Liberia not only implement its obligations and commitment but also to begin to maximize and reap the rewards and benefits from its accession package"

Mr. Chiedu Osakwe

Director of Accession, World Trade Organization (WTO)

The Liberia's Post-Accession Plan (LPAP) is designed to increase Liberia's trade capacity and infrastructure, harmonize its trade regime, provide a blueprint for industrial development, and connect the country to global markets to generate increased private sector growth. The plan was written by the SPIU Unit within the MoCI. The LPAP lists key trade facilitation milestones in link with our National Export Strategies and our National Trade Policy. Objectives were broadly anchored on both the policy and technical levels and the plan was endorsed by President Sirleaf-Johnson through an Executive Order. Since accession, the Post Accession Plan has remained the primary tool to continue Liberia's economic reform agenda.



President Sirleaf-Johnson and WTO Director General Roberto Azevêdo in 2016

Benefits of WTO Membership to Private Sector

Modernization through domestic reforms undertaken in the process of accession as well as transparency and predictability of the rules-based multilateral trading system help create a competitive and favorable business environment. Export-oriented operators can also benefit from access to the markets of all WTO Members on a most-favored nation (MFN) basis. The greatest benefits of accession arguably go to SMEs and consumers, who are typically not able to lobby/negotiate on their own behalf.

BI- & MULTILATERAL TRADE AGREEMENTS

Liberia has signed several bi- and multilateral trade agreements that grant Liberia preferential access to export markets. The Ministry of Commerce and Industry is the Designated Authority that facilitates duty free-quota free trade across borders in Liberia. Today, the Ministry has institutionalized duty-free stamps for Europe, under the “Everything But Arms” Agreement, and China, under a Preferential Trade Agreement with LDCs.

With the United States of America

Liberia has three trade and investment agreements with the United States government, under which the country enjoys duty-free and preferential trade benefits:

- The African Growth and Opportunity Act (AGOA),
- Trade and Investment Framework Agreement (TIFA), and
- The Generalized System of Preferences (GSP).

Together these agreements provide duty-free access to about 6,800 products exported from eligible African countries to the United States of America. Trade programs intend to boost mutually beneficial trade by reducing barriers to trade and investment between the two countries.

With the European Union (EU)

Along with other ECOWAS members, Liberia also has a free trade arrangement – an Economic Partnership Agreement (EPA) – with the EU, which will gradually open 75% of the EU market to ECOWAS countries. Implementation of the EPA, which is a LNTF core area, needs to be carefully coordinated with the ECOWAS integration process; linkages with the ECOWAS Common External Tariff (CET), as discussed above, need to be taken into account. Coordination with WTO accession is also required in order to make sure that Liberia’s WTO and EPA commitments are aligned.

As one of the world’s least developed countries, Liberia also benefits from full duty and quota-free access to the EU market for all exports except arms under the Everything but Arms Agreement and the Voluntary Partnership Agreement (VPA) aimed at controlling illegal logging and improving forest sector governance.

Other Agreements

Liberia and China have agreed on a bilateral trade agreement which grants duty- and quota-free access of 99% of goods from Liberia to China. It does not grant China preferential access to Liberia’s market. However, the agreement has so far not been used, as Liberia currently does not export commodities other than iron ore to China.

Difficulties

All of these preferential schemes and agreements, like regional trade agreements including ECOWAS, are linked to cumbersome rules of origin and other NTBs which make it difficult for Liberian businesses to exploit the opportunities offered. The 2013 Bali package provides for a number of improvements in this respect, but LDCs like Liberia have the responsibility to ensure that these improved rules are actually enforced. To date, Liberian businesses have hardly been able to export under preferential trade agreements: only five companies have exported under them – one under AGOA and four under the MRU.

REGIONAL INTEGRATION

In 2010, ECOWAS adopted the “West African Common Industrial Policy”, with a key objective of increasing the share of intra-regional trade to 40% in 2030. This is the latest step in a long history of ambitious attempts for regional integration in West Africa, which follows a global trend towards a regionalization of trade integration.⁵

With its small domestic market size, Liberia’s takeoff depends on regional trade, which remains low due to insufficient infrastructure and inadequate trade instruments. A core part of the country’s diversification strategy is to produce value added goods from raw commodities. Liberia could, in this way, seize its portion of ECOWAS’ \$4.6bn per year fish market, \$2bn cooking oils and soaps market, and \$360m non-tire rubber products market.

Liberia is in the process of deepening its participation in the ECOWAS community by adopting the common external tariff (CET) of the Customs Union. CET is expected to be beneficial to the country by allowing for deeper integration and strengthening cooperation and peace in the region. The CET will be introduced gradually until full compliance with the CET tariff rates in 2020. While moving the average tariff from 5.3% to 13% will result in higher costs for consumers, it will lead to more regional integration and more than double government tariff revenues while fostering local production. The CET is also expected to reduce imports by 3.8%.

Along with the CET, Liberia is promoting regional trade through the ECOWAS Trade Liberalization Scheme (ETLS). Under the ETLS, products produced locally can be traded within ECOWAS customs-free. Companies need to apply to the National Approval Committee to be accepted for ETLS.

However, for Liberia to fully benefit from the regional export potentials, the National Standards Lab (NSL) must be improved. Without an accredited standards laboratory, obtaining the qualifications required for exports will be extremely difficult for Liberian producers. Even though a MoU between the NSL and the Ghanaian

Standards Authority was signed, further progress is required.



Process of ECOWAS regional integration

To further regional integration, Liberia also regularly participates in the West African Monetary Zone (WAMZ) Trade Ministers’ Forum. The 8th edition and last in date, which took place in November 2016, was chaired by Minister Axel M. Addy and took place in Monrovia. The forum served as a discussion ground for expanding regional trade opportunities through further economic and monetary integration. High level officials from West African states also reviewed the state of implementation of each country’s commitments to trade integration commitments under ECOWAS.



President Johnson-Sirleaf and ECOWAS Commission President Mr. Marcel Alain de Souza at the 8th WAMZ Conference in November 2016

TRADE AND INVESTMENT MISSIONS

The government of Liberia has both hosted and visited some of its closest trading partners to spur commercial exchanges across borders. The following is a subset of these official visits undertaken over the past few years.

JAPAN



Hon. Minister Addy and the Japanese Parliamentarians

During an official visit, Minister Addy was received in Japan as a special guest of the Government of Japan. The aim of the visit was to discuss strengthening the partnership between the private sectors, Liberia's post WTO accession strategy, support for training opportunities for young Liberians under the new ABE Initiative and further collaboration with Komatsu to enhance the existing Komatsu center at the BWI training center, where young Liberians are being trained on heavy equipment operations and maintenance with support from Komatsu and UNIDO. The Mission also entailed a visit to the SME center funded by GoJ for industrial entrepreneurs to develop and market their products and to a fish market built by GoJ.

BELGIUM

A Belgian investment delegation headed by Secretary of State for External Trade H.E. Peter De Crem was received by Minister Addy along with Liberian ministers of Agriculture, Public Works, Mines and Energy.

THE NETHERLANDS



Dutch Trade Minister and Minister Addy Press Stake-out

Minister Addy hosted Dutch Trade Minister H.E. Lilianne Ploumen and her delegation of 30+ investors on their visit to Liberia. Due to the mission, the Dutch Growth Fund, which contains EUR 700M in investment opportunities for African SMEs was made available to Liberian SMEs.

UK TRADE AND INVESTMENT FORUM

For several years, the annual UK Trade and Investment Forum has been organized either at the City Hall in Monrovia or in London to bring together investors, businesses and partners.



Hon. Minister Addy at the UK Trade and Investment forum in London in 2017

SPOTLIGHT ON LIBERIAN SUCCESS STORIES

MoCI's efforts to promote and accompany entrepreneurship have enabled small businesses to thrive; below are two examples amongst many more.

JPALM

JPALM is based on the principle that low-income individuals deserve to be treated with the same dignity and respect as middle- and high-income individuals in the commercial marketplace. Through a vertically integrated, no-waste manufacturing process, J-Palm creates a range of affordable palm oil based consumer goods and clean energy solutions for consumers at the base of the economic pyramid. In the process, the business creates much-needed jobs for Liberia's population and increases incomes for smallholder farmers.

Currently products include Crude Palm Oil (CPO), Palm Kernel Oil (PKO), Palm Kernel Cake (PKC), and Palm Kernel Shells (PKS). Recently, a brand of oil palm-based soaps was launched. Oil production processes feed into soap production in a vertically-integrated manner allowing Liberia to produce high quality soaps at low cost and market them at competitive price points.

JPALM has been operational since 2013, employs 13 full-time employees, 145 sales agents, and cooperates with about 200 smallholder farmers. The business has received numerous awards, such as the Johnson & Johnson Africa Innovation Challenge 2017, the Africa Entrepreneurship Award 2016.



JPALM CEO and Founder Mahmud Johnson

FABRAR LIBERIA INC.

Fabrar Liberia Incorporated is a Liberian owned and operated agriculture holding firm created in 2009 to tackle food insecurity in Liberia by improving farming livelihoods and by helping Liberian producers gain access to national and international food markets.

By combining a sound business model for the commercialization of locally grown foods with good social practice, the company aims to positively change the status of food security in Liberia.

Fabrar Liberia Inc. is based in Kakata, Margibi County and has become the national leader in rice processing. Their processing site hosts two rice mills and a parboiling facility.

Fabio Lavelanet, Chief Executive Officer of Fabrar Liberia Incorporated, recently signed a Memorandum of Understanding with Mary's Meals, which is involved in school feeding programs. Fabrar Liberia will supply 50 tons of Liberian rice to feed kids in schools over several months. The agreement between Mary's Meals and Fabrar was in part facilitated due to Minister Axel M. Addy's enthusiasm to see small and medium sized enterprises (SMEs) grow over the years.



Fabrar CEO and Founder Fabio Lavelanet with Min. Addy during a visit to Fabrar Liberia Inc. in Kakata

LESSONS LEARNED & RECOMMENDATIONS

MoCI's successes, but also remaining impediments, have taught valuable lessons for the future of Liberia's economy that should be taken into account before new reforms are implemented.

VALUE CHAIN CREATION AND ECONOMIC DIVERSIFICATION

The first and foremost lesson learnt by the past administration is that the private sector can compete in regional and globalized markets without direct subsidies if the GoL creates an enabling trade and business environment. Through LATA value chains, by linking agriculture to agro-processing and on to manufacturing, with the on-going decrease in electricity prices, Liberia can compete in key sectors, such as cocoa and rubber. Efforts should therefore be focused on agro-processing, exports, and downstream product manufacturing, as well as spillover options into other value chains.

Only by diversifying the country's economy can it reach full regional integration. To be able to trade within ECOWAS on a large enough scale, and in order to reap all the benefits presented by regional commercial exchanges, Liberia must produce higher value-added products. This must not necessarily be complex goods; Products like plastic buckets, chairs and biscuits are sufficient, as these are the types of goods that cross our borders.

REMAINING CHALLENGES

The lack of enough commercially viable and well managed businesses in many strategic sectors remains challenging. Additional support in providing management skills to Liberian businesses is necessary if they are to successfully take on a regionalized and globalized markets. The scale of this challenge has been overlooked: Liberia does not receive close to the support needed to

develop its SMEs in productive sectors. The SBA therefore needs to be strengthened in the delivery of trainings.

Transportation linkages also remain problematic, as both internal and regional road and energy systems remain underdeveloped. Despite gradual improvements, much is still to be done before Liberia can boast having the necessary road and power infrastructure to connect its markets with that of its neighbors. Infrastructure must be centered around market access and integration.

Despite improvements, trade facilitation remains a challenge, particularly when it comes to non-tariff barriers to trade – such as conflicting standards, hassles at the border, excessive road blocks and non-transparent regulations. The essential ingredient is political will and the recognition across all ECOWAS countries of the importance of integrated markets. Liberia already has a Trade Facilitation Committee, mandated to ensure trade facilitation. The committee brings stakeholders together to discuss challenges faced in port trade facilitation, at border crossing points and within trade related ministries and agencies where such trade transactions take place. However, without high-level political will, reforms tend to remain at the technical level and may not be implemented.

The same holds for improving the business environment. Only through high-level attention can the necessary reforms be implemented to achieve a better business climate, for example through lobbying for the passage of the drafted Customs Code.

At the core remains the need for Liberia to develop strategic sectors that will allow it to compete on both a regional and a global level. Within these targeted sectors, support to develop a large number of commercially viable businesses is primordial. As part of this modern industrial policy, Liberia must focus on reducing barriers to trade between these sectors.

EXTERNAL RELATIONS

GOVERNMENT ORGANIZATIONS OPERATING IN THE SAME SECTOR

The *Liberia Chamber of Commerce* (LCC) is the leading business organization in Liberia, representing the interests of the private sector. Membership currently comprises over 300 companies and business associations.

The *Liberia Revenue Authority* (LRA) is responsible to collect government revenues, collaborating closely with MoCI – whose Minister is also part of the management board. Most recently LRA and MoCI worked together on E-Business Registration, Business Registration, and the implementation of the Common External Tariff.

The Department of Economic Management of the *Ministry of Finance and Development Planning* (MFDP) is responsible for formulating and monitoring economic policies and programs, driving the Agenda for Transformation.

The *Ministry of Agriculture* (MoA) and MoCI are working closely together to transform Liberia's economy away from raw commodities through the LATA.

The *National Investment Commission* (NIC) was created by an Act of the National Legislature on September 6, 1979 and amended on July 19, 2010 to promote and coordinate investment related activities in all sectors of the Liberian economy.

DONOR ORGANIZATIONS

Apart from the above listed government agencies, the MoCI works closely together with a few international organizations.

The *Overseas Development Institute* (ODI) places one or two economists within the Ministry in the Office of the Minister. ODI Fellows are placed for two-year placements and employed directly by the Ministry, with a supplement from ODI.

The *Tony Blair Institute of Global Change* (TBI) places government advisors within key ministries to support the

implementation of government priorities, e.g. private sector development. One advisor has been working at the MoCI as an advisor to Min. Addy for over two years until August 2017.

The *Swedish National Board of Trade* (NBT) supports the implementation of Liberia's Post WTO-Accession Plan through the placement of two trade officers within the SPIU. Currently, the NBT is implementing a trade services portal.

Enhanced Integrated Framework (EIF) is supporting the Ministry through financing the Single Projects Implementation Unit (SPIU). Main achievements have been supporting the DTIS (2008), DTIS update (2013), WTO accession (2016) and supervising the implementation of the Post-Accession Plan (LPAP).

The *Government of Japan*, through the Liberia Innovation Fund for Entrepreneurship, has supported the following:

- Lofa Women Weaving Center in Kolahun
- E+ Program (Economic Empowerment for Entrepreneurs)
- Rice Depot Project in Red Light Marketplace
- Liberian Market Place at Jorkpen Town Market

UNDP is currently supporting the BOSS Project (see p.21)

ECOWAS and *MRU* have previously provided technical support to the Bureau for Trade Services within the Ministry.

The 4 Micro-, Small-, and Medium sized Enterprise (MSME) conferences over the past 4 years, organized by the SBA have been supported by the Government of Japan, USAID through its funded programs (past and present, i.e. FED, LADA, IBEX, Building Markets) and World Bank/IFC. among others.

CURRENT AND FORMER MINISTERS OF MOCI

Deputy Minister of Commerce



Stephen T. Marvie, Jr.
2016-Present



Cyril Allen, Jr.
2014-2016



Candace Eastman
2013-2014

Assistant Minister of Commerce



Daniel Dean
2016-Present



Stephen T. Marvie, Jr.
2012-2016

Deputy Minister of Industry



Roland S. Carey
2017-Present



Ellen O. Pratt
2015-2017

Assistant Minister of Industry



Mohammed Turray
2014-Present



Sei Gahn
2012-2014

Deputy Minister of Administration



Frantz C. Sawyer
2014-Present



Cyril Allen, Jr.
2013-2014

Assistant Minister of Administration



Willis Knuckles, III
2016-Present



Daniel Dean
2013-2016

Deputy Minister of Small Business Administration



Andrew G. Paygar-
Flangiah
2014-Present

Assistant Minister of Small Business Administration



Manu M. Kamara
2016-Present



Pewee Reed
2014-2016

CURRENT AND FORMER MOCI ADVISORS

Current Advisors



Roland W. Morris
IP Advisor
1985-Present



Samuel Monger
Industrial Advisor
2009-Present



Ben Beuchel
ODI
2016-Present



Eliot Faron
ODI
2017-Present



Mattias Karlson
Jernbacker
NBT
2016-Present



Isaac Ouro-Nimini
Tchakolli
NBT
2017-Present

Past Advisors



Sayon H. Yaidoo
EIF/SPIU Coordinator
2015-2017



John Spray
ODI
2013-2015



Katie Fahrland
ODI
2011-2013



Hendrike Braun
TBI
2014-2017



Anne Laski
IGC
2015-2016



Bill Estey
Senior Lawyers
Project
2013-2017



Marcus Hansen Fure
NBT
2013-2017



Julian Sievers
NBT
2015-2016



Lina Kamara
NBT
2014-2016



Bill Thibodeau
USAID
2013

These individuals served as mentors and special advisors to the Minister for which we remain forever grateful to them for sharing their wisdom and forever willing to providing guidance to the team. They include:

Hon. Dr. Edward McClain, Hon. Seward Cooper, Hon. Florence Chenoweth, Hon. Walter Gwenigale, Hon. Miatta Beysolow, Hon. Olubanke King Akerele, Hon. Francis Johnson-Morris, Hon. O Natty B. Davis, Hon. Milton Weeks, Hon. Elie Saleeby, Mr. Eric Werker, Mr. Stephen Radelet, Mr. Stephen Cashin, and Mr. J. Wendell Addy.

ANNEX 1: MULTILATERAL AND BILATERAL TRADE AGREEMENTS

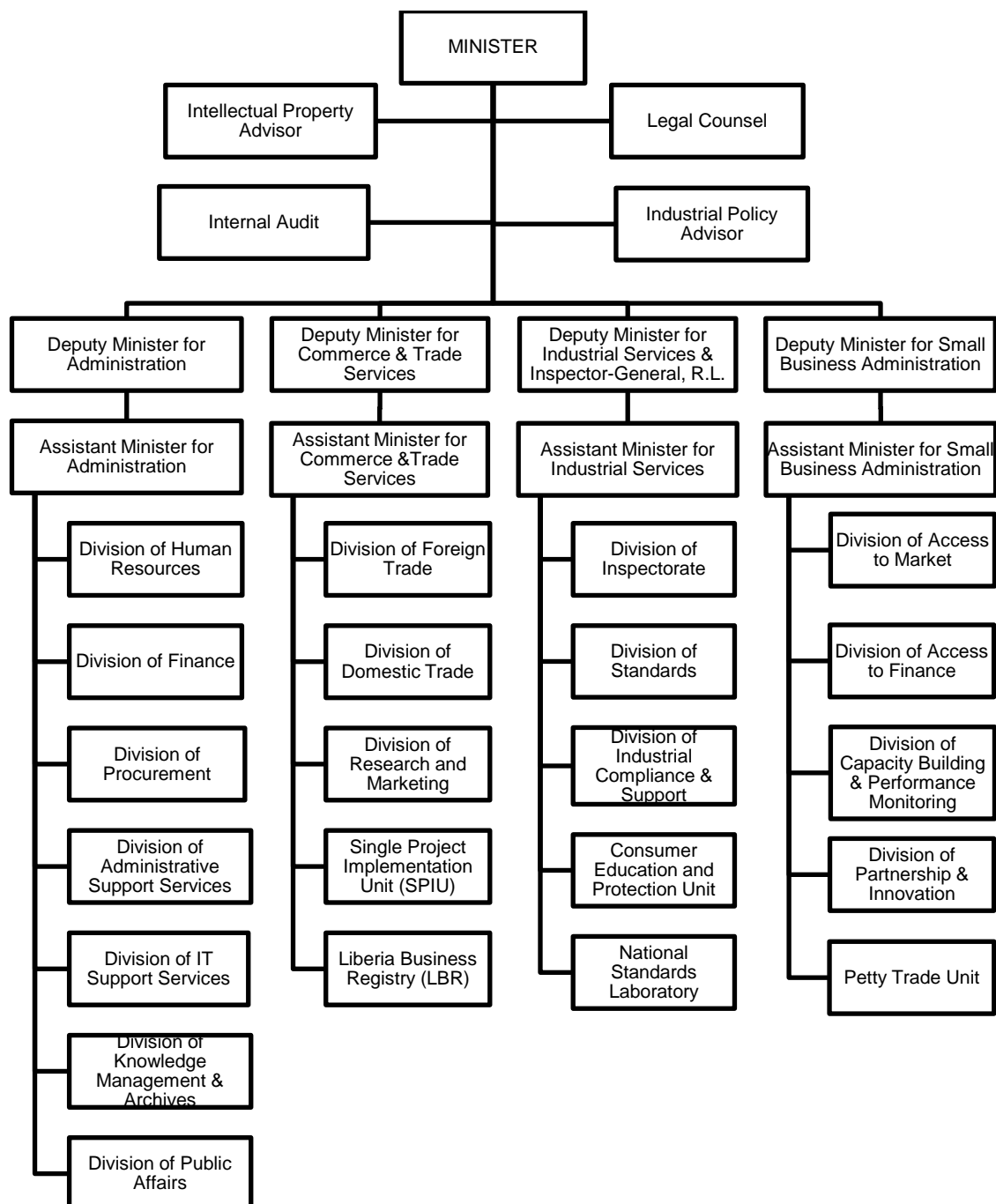
Multilateral Agreements				
Agreement	Instruments	Impact	Partner	Since
African Growth and Opportunity Act (AGOA)	Duty-free treatment for about 6,800 products exported from eligible African countries	Boost mutually beneficial trade by reducing barriers to trade and investment between US and Liberia	USA	2011
Generalized System of Preferences (GSP)	Duty-free treatment for 3,450 products	Duty-free benefits under GSP, aimed at “increasing employment, diversifying exports, and stabilizing society”; Provisions are included under AGOA	USA	2011
Trade and Investment Framework (TIFA)	Provide a forum to address trade issues and will help build trade and investment relations	<ul style="list-style-type: none"> Council on Trade and Investment formed to address trade & investment issues that include: the implementation of AGOA, trade capacity building, intellectual property, labor, and environmental issues. Council also meant to increase commercial and investment opportunities by identifying and working to remove impediments to trade and investment flows between the United States and Liberia 	USA	2007
Voluntary Partnership Agreement (VPA)	Legality assurance system between EU & Liberia	The agreement aims to improve forest governance and ensure timber exports to Europe are legal and from a certified country of origin	EU	2013
Economic Partnership Agreement (EPA)	Trade & development agreement developed with West African regional organizations	<ul style="list-style-type: none"> Opens 75% of the EU market to ECOWAS countries Includes Economic Partnership Development Program (PAPED) which contributed \$6.5M to West Africa until 2020 	EU	2016
Everything But Arms Agreement (EBA)	Duty and quota-free access to the EU market	Tailor-made to the specific needs of least developed countries, the EU’s “Everything But Arms” arrangement (EBA) was born in 2001 to give all LDCs full duty free and quota-free access to the EU for all their exports with the exception of arms and armaments; This makes it the most generous form of preferential treatment to LDCs globally	EU	2014
WTO	Tool to push structural reforms, with access to assistance (i.e. Aid for Trade); More predictable and transparent trading regime	<ul style="list-style-type: none"> Access to most-favored-nation tariff rates, national treatment of Liberian goods in other members’ markets, access to dispute settlement, and the opportunity to attract investment Obtaining WTO membership will bring many benefits—some less tangible—like increased awareness of the gains from trade, better visibility and credibility with trading partners, and the adoption of rules and regulations that respect the principles of non-discrimination and national treatment 	All WTO Members	2016

Bilateral Investment Treaties		
Agreement	Instruments and Impacts	Since
The People's Republic of China	Join Communiqué on the Reestablishment of Diplomatic Relations & later the Joint Communiqué on the Resumption of Diplomatic Relations	1977/93
The Republic of Ghana	<ul style="list-style-type: none"> Permanent Joint Commission established to expand cooperation in mutually rewarding areas Areas of cooperation include: economic, trade and investment, energy and mineral resources, agriculture and livestock development, education, health, tourism and culture, science and technology, security and military cooperation, foreign affairs, legal and judicial matters aimed at strengthening the friendly relations between the countries. 	2014
Nigeria	<ul style="list-style-type: none"> MoU on Mining and Geology Joint Communiqué Cooperation in Education, Culture, Bilateral Trade and Training of Liberian Foreign Service Officers. 	2014

ANNEX 2: LIBERIA'S PERFORMANCE – GLOBAL REPORTS

Report	Liberia's Rank	Best in Mano River Union (Rank)	Best Internationally
The Global Information Technology Report (2016)	130	Côte d'Ivoire (72)	Singapore
Doing Business Report (2016)	174	Côte D'Ivoire (142)	Singapore
Human Development Index (2014)	177	Côte D'Ivoire (172)	Norway
World Happiness Report (2016)	150	Sierra Leone (111)	Denmark
Legatum Prosperity Index (2016)	133	Côte D'Ivoire (123)	New Zealand
The Global Enabling Trade Report (2014)	137	Côte D'Ivoire (126)	Singapore
The Global Competitiveness Report (2015-2016)	129	Côte D'Ivoire (91)	Switzerland

ANNEX 3: MOCI ORGANIZATIONAL CHART



ANNEX 4: BUDGET OF MOCI/FY2017/18

Object of Expenditure	Draft Budget	Adjusted Approp	Allotment YTD	Commitment	Total Expenditure	Balance in Allotment	Balance in Appropriation
Compensation of Employees							
Basic Salaries-Civil Service	352 633	352 633	352 633	-	352 633	-	-
General Allowances	727 323	727 323	727 323	-	727 290	-	-
Special Allowance	-	-		-	-	-	-
Professionals	150 000	150 000	150 000	-	150 000	-	-
Overtime	-	-	-	-	-	-	-
Honorarium	-	-	-	-	-	-	-
Compensation of Employees	1 229 956	1 229 956	1 229 956	-	1 229 923	-	-
Use of Goods and Services	-	-	-	-	-	-	-
Foregin Travel-Means of Travel	39 728	37 742	28 369	-	28 369	-	9 373
Foreign Travel-Daily Subsistance Allowance	38 780	36 841	22 712	-	22 712	-	14 130
Foregin Travel-Incidental Allowance	9 000	8 550	2 506	-	2 506	-	6 044
Domestic Travel-Means of Travel	12 575	4 445	2 307	-	2 307	-	2 138
Domestic Travel-Domestic Daily Subsistance Allowance	10 750	10 212	8 331	-	8 331	0	1 881
Electricity	45 000	41 269	-	-	-	-	41 269
Water and Sewer	9 800	5 520	3 988	-	2 698	500	1 532
Telecommunications, Internet, Postage and Courier	69 451	54 771	31 760	-	26 265	5 496	23 011
Office Building Rental and Lease	3 000	3 000	-	-	-	-	3 000
Fuel and Lubricants-Vehicles	79 264	75 301	69 161	-	69 161	-	6 140
Fuel and Lubricants-Generators	54 127	51 420	46 953	-	46 062	891	4 467
Repair and Maintenance-Civil	65 289	106 595	71 416	6 855	64 570	6 846	35 179
Repairs and Maintenance-vehicles	49 461	44 678	21 889	-	21 889	-	22 789
Repairs and Maintainance-Machinery, Equipment & Furniture	21 351	20 283	3 468	-	-	3 468	16 815
Cleaning Materials and Services	18 694	16 000	13 593	-	13 593	-	2 407
Stationery	50 421	42 120	29 174	-	29 174	1	12946
Printing, Binding and Publications Seervices	17 466	15 883	8 463	-	8 425	38	7 420
Newspapers, Books and Periodicals	6 250	5 937	2 000	-	2 000	-	3 937
Employees Identity Cards (ID) Cards	3 300	6 135	3 200	-	3 000	200	2 935
Special Presidential Projects/Donations	-	-	-	-	-	-	-
Capacity Building	-	-	-	-	-	-	-
Uniforms and Specialized Clothing	3 600	3 420	-	-	-	-	3 420
Development of Standards Laboratory	-	-	-	-	-	-	-
Workshops, Conferences, Symposia and Seminars	19 099	14 584	4 470	-	4 470	-	10 114
Food and Catering Services	30 558	25 775	25 650	-	22 996	2 655	125

Object of Expenditure	Draft Budget	Adjusted Approp	Allotment YTD	Commitment	Total Expenditure	Balance in Allotment	Balance in Appropriation
Small Tools Equipment and Household Materials	-	-	-	-	-	-	-
Entertainment, Representation and Gifts	9 000	1 205	200	-	-	200	1 005
Employees Award	-	-	-	-	-	-	-
Advertising and Public Relations	3 000	3 850	3 500	-	3 500	-	350
Operating Expense	50 000	76 000	66 949	-	66 949	-	9 051
Personnel Insurance	24 970	23 721	24 970	-	24 970	0	(1 249)
Vehicle Insurance	10 000	13 500	11 500	-	11 500	-	2 000
Scholarship-Local	2 000	1 900	1 000	-	960	40	900
Staff Training-Local	-	-	-	-	-	-	-
Staff Training-Foreign	-	-	-	-	-	-	-
Consultancy Services	210 406	198 656	198 656	-	195 416	3 240	-
Laboratory Consumables	42 585	42 585	53 220	-	53 220	-	(10 635)
Grants to Other International Organizations-Current	-	-	-	-	-	-	-
Goods and Services	1 008 925	991 898	759 405	6 855	735 830	23 574	232 494
Fixed Assets Acquisition	-	-		-	-	-	-
Non-Residential Buildings	-	80 000	80 000	-	80 000	-	-
Transport Equipment	109 049	85 965	25 000	-	25 000	-	60 965
Machinery and Equipment	45 000	34 458	-	-	-	-	34 458
Furniture and Fixtures	27 890	12 977	3 910	-	3 910	-	9 067
ICT infrastructure, Hardware, Software and Networks	16 000	17 225	10 675	40	10 635	40	6 550
Fixed Assets Acquisition	197 939	230 625	119 585	40	119 545	40	111 040
Grants	-	-	-	-	-	-	-
Contribution to Other International Organizations	75 111	71 355	55 684	-	55 220	464	15 671
Trif to Liberia Business Registry	462 000	431 400	397 400	-	397 400	0	34 000
Transfer to Intellectual Property System	-	-	-	-	-	-	-
Grants	537 111	502 755	453 084	-	452 620	464	49 671
Financial Assets	-	-	-	-	-	-	-
Government on lending-Private Entities	-	-	-	-	-	-	-
Financial Assets		-	-	-		-	-
Program Cost	2 973 937	2 955 240	2 562 030	6 895	2 537 952	24 078	393 211

ANNEX 5: WIPO TREATIES⁶

Date	Treaty
WIPO-Administered Treaties	
March 8, 1989	Convention Establishing the World Intellectual Property Organization
March 8, 1989	Berne Convention for the Protection of Literary and Artistic Works
August 27, 1994	Patent Cooperation Treaty
August 27, 1994	Paris Convention for the Protection of Industrial Property
December 25, 1995	Madrid Agreement Concerning the International Registration of Marks
December 16, 2005	Rome Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations
December 16, 2005	Convention for the Protection of Producers of Phonograms Against Unauthorized Duplication of Their Phonograms
December 11, 2009	Protocol Relating to the Madrid Agreement Concerning the International Registration of Marks
January 4, 2017	Patent Law Treaty
January 6, 2017	Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled
IP-Related Multilateral Treaties	
April 4, 1947	Convention on International Civil Aviation
September 29, 1954	<ul style="list-style-type: none"> • Convention (I) for the Amelioration of the Condition of the Wounded and Sick in Armed Forces in the Field • Convention (II) for the Amelioration of the Condition of Wounded, Sick and Shipwrecked Members of Armed Forces at Sea • Convention (III) relative to the Treatment of Prisoners of War • Convention (IV) relative to the Protection of Civilian Persons in Time of War
April 27, 1956	<ul style="list-style-type: none"> • Protocol 1 annexed to the Universal Copyright Convention as signed at Geneva on 6 September 1952 concerning the application of that Convention to works of stateless persons and refugees • Protocol 2 annexed to the Universal Copyright Convention as signed at Geneva on 6 September 1952 concerning the application of that Convention the works of certain international organizations
July 27, 1956	Universal Copyright Convention of 6 September 1952, with Appendix Declaration relating to Article XVII and Resolution concerning Article XI
December 10, 1964	Convention relating to the Status of Stateless Persons
December 30, 1988	<ul style="list-style-type: none"> • Protocol (I) Additional to the Geneva Conventions of 12 August 1949, and relating to the protection of victims of international armed conflicts • Protocol (II) Additional to the Geneva Conventions of 12 August 1949, and relating to the Protection of Victims of Non-International Armed Conflicts
May 31, 1998	United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
February 6, 2001	Convention on Biological Diversity

Date	Treaty
June 28, 2002	Convention concerning the Protection of the World Cultural and Natural Heritage
February 3, 2003	United Nations Framework Convention on Climate Change
September 11, 2003	Cartagena Protocol on Biosafety to the Convention on Biological Diversity
May 17, 2004	Stockholm Convention on Persistent Organic Pollutants
December 22, 2004	International Covenant on Economic, Social and Cultural Rights
February 16, 2005	Kyoto Protocol to the United Nations Framework Convention on Climate Change
September 16, 2005	Agreement on the Importation of Educational, Scientific and Cultural Materials
October 2, 2005	International Plant Protection Convention
December 15, 2005	Convention and Statute on Freedom of Transit
December 16, 2005	<ul style="list-style-type: none"> • Protocol to the Agreement on the Importation of Educational, Scientific or Cultural Materials • International Convention on the Harmonization of Frontier Controls of Goods
February 23, 2006	International Treaty on Plant Genetic Resources for Food and Agriculture
October 1, 2006	United Nations Convention on Contracts for the International Sale of Goods
October 25, 2008	United Nations Convention on the Law of the Sea
December 14, 2009	WHO Framework Convention on Tobacco Control
August 25, 2012	Convention on the Rights of Persons with Disabilities
November 15, 2015	Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity
July 14, 2016	World Trade Organization (WTO) - Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS Agreement) (1994)
July 14, 2016	Agreement establishing the World Trade Organization (WTO)
IP Regional Treaties	
December 24, 2009	Lusaka Agreement on the Creation of the African Regional Intellectual Property Organization (ARIPO)
March 24, 2010	<ul style="list-style-type: none"> • Harare Protocol on Patents and Industrial Designs Within the Framework of the African Regional Industrial Property Organization (ARIPO) • Banjul Protocol on Marks Within the Framework of the African Regional Industrial Property Organization (ARIPO)
Regional Economic Integration Treaties	
February 12, 1976	The Georgetown Agreement (formally establishing the African, Caribbean and Pacific Group of States, the "ACP Group"), since 1975 (ACP)
May 12, 1994	Abuja Treaty Establishing the African Economic Community (AEC)
August 23, 1995	Economic Community of West African States (ECOWAS)
May 26, 2001	Constitutive Act of the African Union

ANNEX 6: WIPO & ARIPO MISSIONS

The below list summarizes missions by experts from WIPO& ARIPO for Intellectual Property Rights enhancement:

Name of Expert (Year)	Organization	Field of Competence	Occupation in Liberia	Remarks
Bernard Busumpra, Betty Idrusu (1995)	Ghana Copyright Office & WIPO	Laws , WIPO Consultant on (Copyright)	Helped in the structuring of Copyright activities in Liberia	The Copyright Law of 1997 was amended and enacted by the Legislature
Peter Crockford, Iyan Heffy (2003)	International Federation of Phonographic Industry (IFPI)	Consultants on phonographic Industry	Structuring of Audio Visual activities in Liberia to decrease piracy	They helped beef up the IP Laws of 1997 & 2003
Dr.Marche	WIPO	IP Consultant(Lawyer)	Revision of IP Law of 2017	Helped formulate IP Curriculum for AMEU
John Essein (2008)	Nigeria Copyright Office, DG/WIPO Consultant	Consultant on Copyright matters	Revision of new Intellectual Property Law (first draft)	Helped in the edition of first phase of new IP Law of June 2017
Getachew Mengistie (2009)	WIPO	IP Law consultant & Attorney	Concluded the fact finding mission for the preparation/ design o f the IPDP for Liberia	First phase of IPDP completed
Marisella Ouma (2009)	WIPO	Consultant, WIPO International Bureau & Executive Director Kenya Copyright Board ¹⁴ ,	Concentrated on Copyright matters during fact finding mission; Consultation with stakeholder on formation of (CMO).	There is a need to form the CMO
Joyce Banya (2009)	WIPO	Counsellor, IP Office of modernization (automation)	Automation of IP Offices in Liberia (from paper to digital filing)	LIPO Offices are Automated
Keitseng Nkah Monyats (2012)	ARIPO	Consultant, Copyright and Related Rights	Education and enlightenment on Copyright and Related Rights	Offered workshops/ Consultations to Copyright Office
Emily Erskine, Nema Drago Nyerere (2009 - 2011)	WIPO	Consultant ,Trademark Division, WIPO	Educate stakeholders on the local , regional and International registration of marks	LIPO Offices' staff and stakeholders were trained
Mark Ighari	Lee and Washington University USA	Copyright Law	Revision of Intellectual Property Law of 2017	Helped in the structuring of the new LIPO Offices.

ANNEX 7: BUREAU OF ADMINISTRATION

TERMS OF REFERENCE

DEPARTMENT: Administration	DEPARTMENT SUPERVISOR: Deputy Minister for Administration	DEPARTMENT MANDATE: Manage the overall day to day operations of the Ministry in line with Strategic Plan
BUREAU: Administration	BUREAU SUPERVISOR: Assistant Minister for Administration	BUREAU'S MANDATE: Manage the overall day to day operations of the Ministry in line with Strategic Plan
DIVISION: Human Resources	DIVISION SUPERVISOR: Director for Human Resources	DIVISION MANDATE: Manage Personnel in line with Civil Service Standing Order
DIVISION: Finance	DIVISION SUPERVISOR: Comptroller	DIVISION MANDATE: Oversee financial management of Ministry Activities
DIVISION: Division of Procurement	DIVISION SUPERVISOR: Director for Procurement	DIVISION MANDATE: Oversee all purchasing matters in accordance with PPCCA.
DIVISION: Division of Administrative Support Services	DIVISION SUPERVISOR: Director for Administrative Support Services	DIVISION MANDATE: Provide supervision of all Ministry's assets, maintenance and security
DIVISION: Division of Public Affairs	DIVISION SUPERVISOR: Director for Public Affairs	DIVISION MANDATE: Manage media activities of Ministry
DIVISION: Division of Knowledge Management and Archives	DIVISION SUPERVISOR: Director for Knowledge Management and Archives	DIVISION MANDATE: Oversee management, reporting and archiving of Ministry's documents.
DIVISION: IT Support Services	DIVISION SUPERVISOR: Director for IT Support Services	DIVISION MANDATE: Oversee all IT related activities including IT equipment, software etc.
Duties/Responsibilities		
<ul style="list-style-type: none"> • Management, supervision, direction and operation of Department including the execution of the Department Budget • Annual Trade Bulletin • Ministry Budget Administration, Monitoring and Reporting to Legislature • Personnel Management – Civil Servants, Contractors, Consultants, Advisors and Political Appointees • Asset Management • Annual Report • Quarterly/Annual Budget Performance Report • Annual Personnel Listing • Strategic Plan 		
Qualifications Required to do the Job		
Deputy Minister:	<ul style="list-style-type: none"> • MBA or Master's Degree in any of the listed fields - Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade • Bachelor's Degree in Degree in any of the listed fields - Economics/Political Science/International Relations/ Management/Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management. 	
Assistant Minister:	<ul style="list-style-type: none"> • Bachelor's Degree in any of the listed fields in Economics/Political Science/International Relations/ Management/ Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management. 	

Director:	<ul style="list-style-type: none"> • Minimum Bachelor's Degree in Degree in any of the listed field -Economics/Political Science/International Relations/Management/Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management.
Coordinator:	<ul style="list-style-type: none"> • Bachelor's Degree in Degree in any of the listed fields - Economics/Political Science/International Relations/Management/Marketing/Business/Commerce and Trade • Minimum 2 Years Experience in Senior Level Management.
Officer:	<ul style="list-style-type: none"> • Associate or Bachelor's Degree in any of the listed fields - Degree in Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade Bachelor's Degree in Degree in Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade or over 5 years on the job experience • Minimum 1 Years Experience in Senior Level Management.
Analyst:	<ul style="list-style-type: none"> • Bachelor's Degree in Degree in any of the listed fields in - Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade or over 5 years on the job experience with an Associate Degree or High School Diploma • Entry Level/Cadet Level

STRUCTURE

Office	Position	Mandated Responsibilities (Administration)	Reporting Mandate	Supervision (Staff/Projects)
Office of Deputy Minister	Deputy Minister for Administration and Management	Management, supervision, direction and operation of Department including the execution of the Department Budget	<ul style="list-style-type: none"> - Ministry Budget Administration, Monitoring and Reporting to Legislature - Personnel Management – Civil Servants, Contractors, Consultants, Advisors and Political Appointees - Asset Management - Annual Report - Quarterly/Annual Budget Performance Report - Annual Personnel Listing - Strategic Plan 	<ul style="list-style-type: none"> - Assistant Minister - Support staff (Administrative Assistant, Secretary, Driver, Office Assistant) - Consultants - Advisors - Partnerships (Int'l, Local Partnerships – AfDB, UNDP) - Japanese Monetization Project/Monetization - AfDB PATSIL - LIPA - FMTP/IPTP
Office of Assistant Minister	Assistant Minister for Administration	As Technical Officer with Management Oversight of Bureau	<ul style="list-style-type: none"> - Ministry Budget Administration, Monitoring and Reporting to Legislature - Personnel Management – Civil Servants, Contractors, Consultants, Advisors and Political Appointees - Asset Management - Annual Report - Quarterly/Annual Budget Performance Report - Annual Personnel Listing - Strategic Plan 	<ul style="list-style-type: none"> - Assistant Minister - Support staff (Administrative Assistant, Secretary, Driver, Office Assistant) - Consultants - Advisors - Partnerships (Int'l, Local Partnerships – AfDB, UNDP) - Japanese Monetization Project/Monetization - AfDB PATSIL - LIPA - FMTP/IPTP
Division of Human Resource	Director	<ul style="list-style-type: none"> - Payroll - Recruitment - Personnel Record Management - CSA Standing Order Administration - Training - New Employee Orientation - Placements and Transfers - Promotions and Termination - Performance Management/Appraisal - Staff ID Cards - Employee Welfare (Medical Insurance and other benefits) - Retirements 	<ul style="list-style-type: none"> - Payroll - CSA/Personnel Action Notice - Human Resource Manual - Annual Training Plan/Report - Annual Leave Schedule - Monthly Attendance Report - Annual Training Report - Personnel Report section of the Annual Report (number of employees, by degrees, training – local and international) - Annual Staff Awards 	<ul style="list-style-type: none"> - Assistant Director - Analyst (1) - Training Coordinator (1) - Filing Clerk (1) - Recording Clerk (1) - Secretary (PANS)

Office	Position	Mandated Responsibilities (Administration)	Reporting Mandate	Supervision (Staff/Projects)
		<ul style="list-style-type: none"> - Job Classification/Terms of Reference 		
Division of Finance	Comptroller	<ul style="list-style-type: none"> - Budget Preparation/Administration/ Monitoring and Reporting - Execute Transaction in according with the PFM Law - Preparation of Ministry's Cash Plan and Expenditure Plan - Allotment - Monthly Bank Reconciliation - Manage all bank accounts of the Ministry - Petty Cash Administration 	<ul style="list-style-type: none"> - Budget Performance Report (Quarterly/Annually) - Financial Statement - Cash Plan - Bank reconciliation report 	<ul style="list-style-type: none"> - Deputy Comptrollers (2- Budget/Expenditure) - Accountant - Account Clerks (4) - Secretary (1) - File Clerk (1) - Expediter (1)
Division of Procurement	Director	<ul style="list-style-type: none"> - Annual Procurement Plan - Preparation and Administration of Bids (Expression of Interest, RFQs, etc.) - Procurement Contracts Management - Preparation of All Local Purchase Orders - PPCC Approvals (No Objections, etc.) - Quotations - Approved PPCC Vendor Listing 	<ul style="list-style-type: none"> - Annual Approved Procurement Plan - Quarterly and Annual Procurement Report to Procurement Committee within the Ministry and subsequently to PPCC - Updating of Approved Vendor Listing - Purchase Orders - Bid Administration (Quotations/EOIs) 	<ul style="list-style-type: none"> - Assistant Director (1) - Procurement Specialist (1) - Procurement Officers (2) - Clerk Typist (1)
Division Administrative Support Services (ASSD)	Director	<ul style="list-style-type: none"> - GSA Fixed Asset Registry - Fleet Management - Security - Warehouse/Inventory Management - Logistics Support - Maintenance (Buildings/Vehicles/Equipment) 	<ul style="list-style-type: none"> - Quarterly GSA Fixed Asset Registry - Quarterly Vehicle Repair and Maintenance Report - Monthly Vehicle Assignment Report - Job completion certificate 	<ul style="list-style-type: none"> - Assistant Director - Fleet Supervisor - Warehouse Clerk - Messenger/Cleaner (12) - Drivers (15) - Technicians (Electricians -2, Generator Mechanic -1) - Chief Security (1) - Security Officers (7)
Division of Public Affairs	Director	<ul style="list-style-type: none"> - Freedom of Information (FOI) - Information Management with Media - Processing of Travel Documents - Publications (Commerce Today, Announcements, Press Releases, REOIs, etc.) - Quarterly Media Engagements 	<ul style="list-style-type: none"> - Quarterly FOI Performance Annual Compliance Report - Quarterly Press Briefing Advisory Note - Commerce in the News – Monthly Report - Commerce Today - Training for Journalist on Trade News 	<ul style="list-style-type: none"> - Assistant Director - Secretary (1) - Liaison Officer (2)
Division of Knowledge Management and Archives	Director	<ul style="list-style-type: none"> - Preparation of Annual Report - Coordination and Consolidation of Work plans - Strategic Plan 	<ul style="list-style-type: none"> - Annual Report - Strategic Plan - Performance Report 	<ul style="list-style-type: none"> - Assistant Director (vacant) - Research Officers (3)

Office	Position	Mandated Responsibilities (Administration)	Reporting Mandate	Supervision (Staff/Projects)
		<ul style="list-style-type: none"> - Conduct Monitoring and Evaluation - Research and Surveys - Representation of Commerce at local, regional and international meetings - Information Resource for the Ministry - Archive of Ministry's Strategic Documents 	<ul style="list-style-type: none"> - Quarterly Consolidated Work plan - Archive Inventory 	<ul style="list-style-type: none"> - M&E Officer (1) - Data Analyst (Vacant) - Secretary (1)
IT Support Services	Director	<ul style="list-style-type: none"> - Internet - Google Apps - Staff Email Addresses - Website Management - Repair and Maintenance of IT Equipment - Management of Network System - Help Desk Services - Training and Resource Lab - MFDP/LRA IFMIS, ASYCUDA System - Scanning/Copying - Technical Team of LBR - Maintenance of Server Room - SMT IT Minimum Standards - IT Procurement Plan 	<ul style="list-style-type: none"> - Quarterly IT Equipment Asset List - IT Equipment Assignment - Website Updates (Content Management) - IT Minimum Standards Compliance Report - IT Procurement Plan 	<ul style="list-style-type: none"> - Assistant Director (Vacant) - Computer Technician (1) - Computer Operator (Vacant)

BUREAU-SPECIFIC STANDING DOCUMENTS

1. Ministry's Strategic Plan – Rebranding Commerce
2. 2016 Annual Report
3. Annual Audit Report
4. Personnel Listing
5. Human Resource Manual
6. Human Resource New Employee Orientation Guide
7. Procurement Plan
8. Internal Audit Annual Audit Workplan
9. Cash Plan
10. Budget
11. CSA Standing Order
12. Japanese Monetization Guide
13. Annual/Quarterly Workplan
14. Annual/Quarterly Travel Plan
15. Asset Registry
16. Reconciled Bank Statement
17. Administrative Forms
 - a. Procurement Requisition Form
 - b. Equipment Assignment Form
 - c. Vehicle Assignment Form
 - d. Quarterly Travel Schedule
 - e. Travel Authorization Form
 - f. Travel Report Form
 - g. Petty Cash Requisition Form
 - h. Petty Cash Voucher
 - i. Bid Opening Minutes
 - j. SMT Meeting Agenda, Minutes
 - k. Press Release Template
 - l. Training Nomination Form
 - m. Transfer Memo Template
 - n. Personnel Listing
 - o. Employee Terms of Reference Template
 - p. Expression of Interest Template
 - q. Document Review Form
 - r. Memo of Action Items
 - s. Presentation Template
 - t. Report Template
 - u. Briefing Template
18. Projects Documents: Japanese Monetization Program

ANNEX 8: BUREAU OF TRADE SERVICES

TERMS OF REFERENCE

DEPARTMENT: Trade Services	DEPARTMENT SUPERVISOR: Deputy Minister for Trade Services	DEPARTMENT MANDATE: Promotion of Trade Services and Standards
BUREAU: Trade Services	BUREAU SUPERVISOR: Assistant Minister for Trade Services	BUREAU'S MANDATE: Support the Promotion of Trade Services and Standards
DIVISION: Research & Marketing	DIVISION SUPERVISOR: Director for Research & Marketing	DIVISION MANDATE: Trade Performance Monitoring & Analysis
DIVISION: Domestic Trade	DIVISION SUPERVISOR: Director for Domestic Trade	DIVISION MANDATE: Foster Trade Facilitation
DIVISION: Foreign Trade	DIVISION SUPERVISOR: Director for Foreign Trade	DIVISION MANDATE: Facilitate Compliance with International Trade Agreements and Foster Exports to Global Value Chains
DIVISION: Research & Marketing	DIVISION SUPERVISOR: Director for Research and Marketing	DIVISION MANDATE: Provide technical support in the promotion of research and standards.
Duties/Responsibilities		
<ul style="list-style-type: none"> • Annual Trade Bulletin • WTO Liberia Post Accession Plan Quarterly Update/Steering Committee • WTO Commitment Matrix Update • WTO Notification Matrix • Bulk Commodity Meeting and Reports • Weekly Meetings for Approval of Bulk of IPDs • Semi-Annual Training for Brokers • Develop Trade Facilitation Procedures and Awareness Tools • Processing of IPDs/EPD • Data Harmonization Meeting • Monthly Trade Reports (Import/Export) • National Trade Facilitation Committee • Export Strategy Sector Working Group (Cocoa, Oil Palm, Fisheries, Rubber) • Processing of ECOWAS Trade Liberalization Scheme Applications for Manufacturers • Trade Capacity Building Support Monitoring-Report • Mobile Money Registration 		
Qualifications Required to do the Job		
Deputy Minister:	<ul style="list-style-type: none"> • MBA or Master's Degree in any of the listed fields - Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade • Bachelor's Degree in Degree in any of the listed fields - Economics/Political Science/International Relations/ Management/Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management. 	
Assistant Minister:	<ul style="list-style-type: none"> • Bachelor's Degree in any of the listed fields in Economics/Political Science/International Relations/ Management/ Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management. 	
Director:	<ul style="list-style-type: none"> • Minimum Bachelor's Degree in Degree in any of the listed field -Economics/Political Science/International 	

	<p>Relations/Management/Marketing/Business/Commerce and Trade</p> <ul style="list-style-type: none"> • Minimum 5 Years Experience in Senior Level Management.
Coordinator:	<ul style="list-style-type: none"> • Bachelor's Degree in Degree in any of the listed fields - Economics/Political Science/International Relations/Management/Marketing/Business/Commerce and Trade • Minimum 2 Years Experience in Senior Level Management.
Officer:	<ul style="list-style-type: none"> • Associate or Bachelor's Degree in any of the listed fields - Degree in Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade Bachelor's Degree in Degree in Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade or over 5 years on the job experience • Minimum 1 Years Experience in Senior Level Management.
Analyst:	<ul style="list-style-type: none"> • Bachelor's Degree in Degree in any of the listed fields in - Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade or over 5 years on the job experience with an Associate Degree or High School Diploma • Entry Level/Cadet Level

STRUCTURE

Office	Position	Mandated Responsibilities (Trade Services)	Reporting Mandate	Supervision (Staff/Projects)
Office of Deputy Minister	Deputy Minister for Trade Services	Management, supervision, direction and operation of Department including the execution of the Department Budget	<ul style="list-style-type: none"> - National Trade Policy - National Export Strategies - Agenda for Transformation Trade Deliverables Sector Working Group - Annual Trade Bulletin - Annual Doing Business Handbook - Regulations - Strategies and Policies - Licensing Procedures and Guidelines - World Bank Doing Business Report - DTIS Update - Consumer Price Index - Trade Facilitation Trade Agreements: <ul style="list-style-type: none"> - WTO Liberia Post Accession Plan Quarterly Update/Steering Committee - WTO Commitment Matrix Update - WTO Notification Matrix - ECOWAS Trade Policy Analysis - ECOWAS/WAMI - Mano River Union Trade - EU EPA - EU ACP - WIPO - MCC - AGOA - AU 	<ul style="list-style-type: none"> - Assistant Minister - Support staff (Administrative Assistant, Secretary, Driver, Office Assistant) - Consultants - Advisors - Partnerships (Int'l, Local Partnerships – SIDA/NBT, World Bank, WTO, UNCTAD, ITC, ACP, ECOWAS, AUC, AGOA, ACWL, WIPO, FAO, UNDP, AfDB, IMF, ICAF, EIF, Kings and Spalding, ISLP, DFID, EU, AGI, ODI, IGC, BCC, MCC) - Rice Fund - Enhance Integrated Framework - Liberia Post Accession Plan - Mobile Business Registration - Customer Service Center - Liberia Business Registry - Japanese Monetization Project/Monetization - National Trade Facilitation Committee
Office of Assistant Minister	Assistant Minister for Trade Services	As Technical Officer with Management Oversight of Bureau	<ul style="list-style-type: none"> - National Trade Policy Implementation Annual Update - National Export Strategies Implementation Annual Update - Trade Bulletin - Business Handbook - Commerce Today - Weekly Market Report - Petroleum Price Circular - Commodity Profiles 	<ul style="list-style-type: none"> - Directors (Research & Marketing, Division of Domestic Trade, Division of Foreign Trade, LBR) - Support staff (Administrative Assistant, Secretary, Driver, Office Assistant) - Consultants - LBR Oversight Committee <p>Supports the following:</p> <ul style="list-style-type: none"> - Rice Fund - Enhance Integrated Framework

Office	Position	Mandated Responsibilities (Trade Services)	Reporting Mandate	Supervision (Staff/Projects)
			<ul style="list-style-type: none"> - WTO Notification Matrix Updates - Consumer Price Index 	<ul style="list-style-type: none"> - Liberia Post Accession Plan - Mobile Business Registration - Customer Service Center - Liberia Business Registry - Japanese Monetization Project/Monetization - National Trade Facilitation Committee
Division of Research & Marketing	Director	<ul style="list-style-type: none"> - Annual Trade Bulletin - Data Harmonization Meeting - Drafting of Weekly Market Report - Drafting of Commerce Today Trade Bulletin - Drafting of Petroleum Circular - Drafting of Commodity Profiles - Drafting of Japanese Monetization Updates - Basket of Goods Quarterly Report (Fast Moving Goods) 	<ul style="list-style-type: none"> - Annual Trade Bulletin - Weekly Market Report - Commerce Today Trade Bulletin (Monthly) - Petroleum Circular (Bi-Weekly) - Commodity Profiles (Semi-Annually) - Japanese Monetization Updates (Monthly) 	<ul style="list-style-type: none"> - Assistant Director - Senior Analyst (1) - Analyst (4) - Filing Clerk
Division of Domestic Trade	Director	<ul style="list-style-type: none"> - Bulk Commodity Meeting and Reports - Weekly Meetings for Approval of Bulk of IPDs - Semi-Annual Training for Brokers - Develop Trade Facilitation Procedures and Awareness Tools - Processing of IPDs/EPD - Monthly Trade Reports (Import/Export) - National Trade Facilitation Committee - Export Strategy Sector Working Group (Cocoa, Oil Palm, Fisheries, Rubber) - Processing of ECOWAS Trade Liberalization Scheme Applications for Manufacturers - Trade Capacity Building Support Monitoring-Report - Mobile Business Registration 	<ul style="list-style-type: none"> - Weekly Meetings for Approval of IPDs for Bulk Commodities - Semi-Annual Training for Brokers - IPD Tracking Report for Bulk Commodities - Weekly - Monthly Trade Reports (Import/Export) - National Trade Facilitation Committee - Export Strategy Sector Working Group (Cocoa, Oil Palm, Fisheries, Rubber) - Processing of ECOWAS Trade Liberalization Scheme Applications for Manufacturers - Trade Capacity Building Support Monitoring-Report - Mobile Business Registration - Develop Training modules to increase access to finance 	<ul style="list-style-type: none"> - Assistant Director - Senior Trade Officer - Trade Officer (10) - Division Secretary - Customer Service Center (Coordinator, Deputy Coordinator, Trade Officer (2))

Office	Position	Mandated Responsibilities (Trade Services)	Reporting Mandate	Supervision (Staff/Projects)
Division of Foreign Trade	Director	<ul style="list-style-type: none"> - WTO Liberia Post Accession Plan Quarterly Update/Steering Committee - WTO Commitment Matrix Update - WTO Notification Matrix - ECOWAS Trade Policy Analysis - Mano River Union Trade - EU EPA - EU EBA - EU ACP - WIPO - MCC - AGOA - AU - WTO 	<ul style="list-style-type: none"> - WTO Liberia Post Accession Plan Quarterly Update/Steering Committee - WTO Commitment Matrix Update - WTO Notification Matrix - ECOWAS Trade Policy Analysis - Mano River Union Trade - EU EPA - EU EBA - EU ACP - WIPO - MCC - AGOA - AU - WTO 	<ul style="list-style-type: none"> - Assistant Director - Trade Analyst (6) - WTO Reference Center

BUREAU-SPECIFIC STANDING DOCUMENTS

1. National Trade Policy 2014
2. WTO Working Party Report
3. National Export Strategy (Rubber, Cocoa, Fisheries, Oil Palm, Tourism, Rubberwood)
4. WTO Post Accession Plan
5. Diagnostic Trade Integration Study (DTIS) Update
6. Monthly Petroleum Circular
7. Department Terms of Reference
8. Department Roles and Responsibilities/Structure
9. Annual/Quarterly Department Work plan
10. Annual/Quarterly Department Travel Plan
11. Department Annual Report
12. Business Handbook
13. Laws
 - a. General Business Law
 - b. Foreign Trade Law
 - c. Competition Law
 - d. Intellectual Property Act
 - e. Import Permit Declaration Regulation (Checklist and SOP)
 - f. Export Permit Declaration Regulation
 - g. Administrative Regulations on the Investment Code of 2010
14. Publications
 - h. Commerce Today
 - i. Annual Trade Bulletin
 - j. Business Handbook
 - k. Commodity Profile (Flour, Rice, Cement, Petroleum Products, Chicken Feet, Fish, Soft Drink, Onions, Dynamites, Sugar, Nails, Zinc)
 - l. Weekly Market Report (Internal Use Only)
 - m. Commodity Price Build-Up (Costing Calculator for Rice, Petroleum, Cement)
15. Forms
 - n. Import Permit Declaration
 - o. Import Request Form (at BIVAC)
 - p. Export Permit Declaration

ANNEX 9: BUREAU OF INDUSTRY

TERMS OF REFERENCE

DEPARTMENT: Industry	DEPARTMENT SUPERVISOR: Deputy Minister for Industry	DEPARTMENT MANDATE: Manage the overall day to day operations of the Bureau in line with Strategic Plan
BUREAU: Industry	BUREAU SUPERVISOR: Assistant Minister for Industry	BUREAU'S MANDATE: Manage the overall day to day operations of the Ministry in line with Strategic Plan
DIVISION: Standards	DIVISION SUPERVISOR: Director for Standards	DIVISION MANDATE: Coordinate standardization and related activities at all commercial and industrial levels and prepare, promulgate, and publish national standards adopted from other countries and organizations
DIVISION: National Standards Lab	DIVISION SUPERVISOR: Director for National Standards Lab	DIVISION MANDATE: Provide quality services in the areas of product testing and calibration for the purpose of improving the sanitary phyto-sanitary (SPS) system of Liberia, meeting food and basic commodities quality and control and facilitating trade.
DIVISION: Inspectorate	DIVISION SUPERVISOR: Deputy Inspection General	DIVISION MANDATE: Ensure compliance of the general business laws and the Act creating the Ministry of Commerce and Industry
DIVISION: Industrial Development and Compliance	DIVISION SUPERVISOR: Director of Industrial Development and Compliance	DIVISION MANDATE: Coordinate and supervise the activities of various Industrial Sectors operating in Liberia
DIVISION: Consumer Protection and Education	DIVISION SUPERVISOR: Director of Consumer Protection and Education	DIVISION MANDATE: Respond to consumer complaints and ensure the need to respect, promote and champion consumer rights and education.
Duties/Responsibilities		
<ul style="list-style-type: none"> Enhancing Industrial capacity by developing strategies to promote Business and Government linkages Developing a comprehensive strategy to boost the Monrovia Industrial Park Providing oversight to the standards division responsible for adopting, developing and implementing standard regulations, Managing the inspectorate which conducts general and technical inspections enforcement, in compliance with the General Business Law, and Coordinating programs with donor partners such as: the United Nations Industrial Development Organization (UNIDO), United Nations Development Program (UNDP), CODEX and International Standard Organization (ISO) in Liberia. Ensuring the promotion good manufacturing practices (GMP) and Monitoring compliance of industrial establishments with standards operating procedures. 		
Qualifications Required to do the Job		
Deputy Minister:	<ul style="list-style-type: none"> MBA or Master's Degree in any of the listed fields - Economics/Political Science/International 	

	<p>Relations/Management/ Marketing/Business/Commerce and Trade/Operations management/Engineering</p> <ul style="list-style-type: none"> • Bachelor's Degree in Degree in any of the listed fields - Economics/Political Science/International Relations/ Management/Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management.
Assistant Minister:	<ul style="list-style-type: none"> • Bachelor's Degree in any of the listed fields in Economics/Political Science/International Relations/ Management/ Operations management Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management.
Director:	<ul style="list-style-type: none"> • Minimum Bachelor's Degree in Degree in any of the listed field -Economics/Political Science/International Relations/Management/Marketing/Business/Commerce and Trade/Engineering • Minimum 5 Years Experience in Senior Level Management.
Assistant Director/Coordinator/County Supervisor:	<ul style="list-style-type: none"> • Bachelor's Degree in Degree in any of the listed fields - Economics/Political Science/International Relations/Management/Marketing/Business/Commerce and Trade/ Engineering • Minimum 2 Years Experience in Senior Level Management.
Officer/Class 1 Inspector:	<ul style="list-style-type: none"> • Bachelor's Degree in any of the listed fields - Degree in Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade Bachelor's Degree in Degree in Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade or over 5 years on the job experience • Minimum 1 Years Experience in Senior Level Management.
Class 2/3 Inspectors:	<ul style="list-style-type: none"> • Bachelor's Degree in Degree in any of the listed fields in - Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade or over 5 years on the job experience with an Associate Degree or High School Diploma • Entry Level/Cadet Level

STRUCTURE

Office	Position	Mandated Responsibilities (Administration)	Reporting Mandate	Supervision (Staff/Projects)
Office of Deputy Minister	Deputy Minister for Industry & Inspector General	The Deputy Minister for Industry and Inspector General is charged with monitoring, regulating, promoting, and facilitating the growth, development and expansion of the industrial sector in Liberia. Bureau Budget	-Performance of the Industrial Policy -Dept. deliverables according to the Strategic Plan -Manufacturer Sector Survey (Annual) -Industrial Compliance Industry Today Bulletin Contribution of Annual Report	-Assistant Minister of Industry -Administrative Assistant -Secretary -Office Assistant -Driver -Consultants -Advisors -Fellows -Interns Partnerships - (UNIDO, UNDP, CODEX, ISO, AFDB, IFC) Projects -RIPE (Rural Industrial Promotion Program for Economic Empowerment – Lofa Women, Cassava Processing. Rubberwood, Tourism) -National Standard Laboratory -Monrovia Industrial Park -Proposed Free Zones/SEZ -UNIDO/Komastu project
Office of Assistant Minister	Assistant Minister for Industry	As Technical Officer with Management Oversight of the day to day operations of the Bureau	Performance of the Industrial Policy -Dept. deliverables according to the Strategic Plan -Manufacturer Sector Survey (Annual) -Industrial Compliance Industry Today Bulletin Contribution of Annual Report	-Assistant Minister of Industry -Administrative Assistant -Secretary -Office Assistant -Driver -Consultants -Advisors -Fellows -Interns Partnerships - (UNIDO, UNDP, CODEX, ISO, AFDB, IFC) Projects -RIPE (Rural Industrial Promotion Program for Economic Empowerment – Lofa Women, Cassava Processing. Rubberwood, Tourism) -National Standard Laboratory -Monrovia Industrial Park

Office	Position	Mandated Responsibilities (Administration)	Reporting Mandate	Supervision (Staff/Projects)
				-Proposed Free Zones/SEZ -UNIDO/Komastu project
Division of Standards	Director	-Formulate Standard Policy -Develop and coordinate Standards and standard regulations -Standard Awareness -External standard participation and coordination	Annual Report -Approved quarterly inspection report -County performance report (monthly) -Special investigation reports (ad-hoc) -Situation reports (ad-hoc) -Fines and Fees report (monthly)	Assistant Director (1) Standard Technicians (11)
Division of Inspectorate	Deputy Inspector General For Enforcement	- General business laws compliance and enforcement - Quarterly Inspections -Enforce investment code -Seized commodities auctions goods that are being smuggled -Inter-Agency Inspection coordination -Market surveys -Special investigations -Awareness	-Annual Report -Approved quarterly inspection report -County performance report (monthly) -Special investigation reports (ad-hoc) -Situation reports (ad-hoc) -Fines and Fees report (monthly)	-Assistant Inspector General (1) -Assistant Inspector General for Rural (1) -Regional Coordinators (4) -Senior County Inspectors (15) -Technical Inspectors (6) -General Inspectors (60) -Class (1) inspectors -Class (2) inspectors -Class (3) inspectors
Division of Industrial Development and Compliance Support	Director	The Division of Industrial Development and Compliance Support responsible is to coordinate and supervise the activities of various Industrial Sectors operating in Liberia The Division serves as the policy development, industrial monitoring and statistical units formulating, supervising, evaluating, and monitoring policies necessary for the implementation of Government Industrial Regulations It also serves as the industrial data bank for the Bureau gathering, storing, retrieving and disseminating industrial information on the existing, and non-existing industries, their production and sale capacities, expansion plans industrial impact analysis, local and foreign raw materials availability, agro-industrial	Semi-Annual Industrial report	Assistant Director (1) Section Head (3) Research Officers (2) UNDO Komastu Monrovia Industrial Park

Office	Position	Mandated Responsibilities (Administration)	Reporting Mandate	Supervision (Staff/Projects)
		potential and industrial human resources development		
Division of Consumer Protection and Education	Director	Educate the public about their rights and responsibilities as consumers; Provide a forum for consumers' complaints and redress; Promote consumerism with the commerce of Liberia; Provide a forum for consumers to quickly contact the Ministry and have their issues resolved; Liaise with other consumer organizations nationally and internationally to provide greater voice for consumers	Monthly Consumer Protection report	Assistant Director (1) Secretary (1) Customer Service agent (1) Data Analyst (1)
National Standards Laboratory	Director			Assistant Director Secretary (1) Liaison Officer (2)
Industrial Services Staffing Total:				145

BUREAU-SPECIFIC STANDING DOCUMENTS

1. Industrial Policy of 2011
2. National Investment Code
3. Business Law
4. Department Terms of Reference
5. Department Roles and Responsibilities/Structure
6. Annual/Quarterly Department Work plan
7. General Inspection Report
8. Regulations:
 - a. Investment Code Enforcement
 - b. Wheat Flour Fortification
 - c. Liquefied Petroleum Gas (Cooking Gas)
 - d. Gas Station
 - e. Monrovia Industrial Park
 - f. Package Drinking Water
9. Administrative Forms:
 - a. Inspection Authorization Form
 - b. General Inspection Form
 - c. Fines and Fees
 - d. Consumer Protection Complaint Form
 - e. MIP Investment Application Form
 - f. National Standards Lab, Sample Intake Form
 - g. Inspection Guide, Bill of Rights
10. Memorandum of Understanding (GROW, LADA)
11. Projects Documents: Monrovia Industrial Park, Komatsu (BWI), Kpatawee Waterfalls, PATSIL

ANNEX 10: BUREAU OF SMALL BUSINESS ADMINISTRATION

TERMS OF REFERENCE

DEPARTMENT: Small Business Administration (SBA)	DEPARTMENT SUPERVISOR: Deputy Minister for SBA	DEPARTMENT MANDATE: Manage, supervise and direct the operation of the department in line with Ministry Strategic Plan
BUREAU: Small Business Administration (SBA)	BUREAU SUPERVISOR: Assistant Minister for SBA	BUREAU'S MANDATE: As Technical Officer with Management Oversight of the Bureau in line with the Ministry Strategic Plan
DIVISION: Market Access	DIVISION SUPERVISOR: Director of Market Access	DIVISION MANDATE: Connect SMEs to Market opportunities, organize program activities including developing brochures, flyers, bill boards, jingles, radio talk shows, etc, to create public awareness about the new Small Business Empowerment Act of 2014, making sure that Liberian-owned Micro, Small and Medium Enterprises (MSMEs) have access to benefits of the law. Most importantly, the Division is charged with the responsibility of ensuring the effective and efficient administration of the Liberian Market Place.
DIVISION: Financial Access	DIVISION SUPERVISOR: Director Access to Finance	DIVISION MANDATE: Ensure and monitor the day to day activities of the division, develop and implement plans and strategies to enable MSMEs easily access finance from lending institutions. It is to ensure that Liberian-Owned MSMEs have information and understand commercial and microfinance institutions requirements for lending institutions. Also provides Liberian-Owned MSMEs with financing options available in the Market and provides guidance for these small businesses to access finance for the improvement of their businesses.
DIVISION: Capacity Development and Performance Monitoring	DIVISION SUPERVISOR: Director Capacity Development and Performance Monitoring	DIVISION MANDATE: Link Liberian owned MSMEs to capacity development opportunities and also monitor the compliance of MACs to the 25% National Procurement Laws by all public procuring institution and produce statistical report for their intervention and impact on the development of Liberian-owned businesses
DIVISION: Partnership and Innovation	DIVISION SUPERVISOR: Director Partnership and Innovation	DIVISION MANDATE: Lead, direct and oversee the operations of the Information, Communication and Technology function including the Bureau ICT system, network, and database architecture and data security. It also ensures that Liberian owned MSMEs are marketed on Social Media
Objective/Purpose		

Promotion of Liberian owned businesses for growth and development

Duties/Responsibilities

- The Department shall be responsible for the promotion, development, regulation, control, operation and control loan facilitation of MSMEs, with particular focus and emphasis on Liberian-owned MSMEs
- The Department shall also be responsible for the functions formerly delegated to and performed by the MSMEs Division of the Ministry as set forth in the MSME 2011 policy
- The Department shall monitor and evaluate the development and performance of Liberian-owned MSMEs, and shall include a written assessment of such development and performance in the reports prepared pursuant to section 5.1 of this Act
- The Department shall coordinate programs for small business development and entrepreneurship with funding provided for such purposes. The Department shall prepare an annual report on MSME in Liberia
- The Department shall prepare statistics semi-annually relating to small businesses in Liberia and submit such statistical reports to the President, Cabinet and the Legislature upon preparation

Qualifications Required to do the Job

Deputy Minister:	<ul style="list-style-type: none"> • MBA or Master's Degree in any of the listed fields - Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade • Bachelor's Degree in any of the listed fields - Economics/Political Science/International Relations/ Management/Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management.
Assistant Minister:	<ul style="list-style-type: none"> • Bachelor's Degree in any of the listed fields in Economics/Political Science/International Relations/ Management/ Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management.
Director:	<ul style="list-style-type: none"> • Master Degree in any of the listed field -Economics/Political Science/International Relations/Management/Marketing/Business/Commerce and Trade • Minimum 5 Years Experience in Senior Level Management.
Coordinator:	<ul style="list-style-type: none"> • Bachelor's Degree in any of the listed fields - Economics/Political Science/International Relations/Management/Marketing/Business/Commerce and Trade • Minimum 2 Years Experience in Senior Level Management.
Officer:	<ul style="list-style-type: none"> • Associate or Bachelor's Degree in any of the listed fields - Degree in Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade Bachelor's Degree in Degree in Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade or over 5 years on the job experience • Minimum 1 Year Experience in Senior Level Management.
Analyst:	<ul style="list-style-type: none"> • Bachelor's Degree in any of the listed fields in - Economics/Political Science/International Relations/Management/ Marketing/Business/Commerce and Trade or over 5 years on the job experience with an Associate Degree or High School Diploma • Entry Level/Cadet Level

STRUCTURE


Office	Position	Mandated Responsibilities (SBA Law)	Reporting Mandate	Supervision (Staff/Projects)
Office of Deputy Minister	Deputy Minister for Small Business	Management, supervision, direction and operation of Department	<ul style="list-style-type: none"> - Quarterly SBA Compliance Performance Report to Minister on Work of Department in implementing 25% set aside. - Host semi-annually Interagency Steering Committee Meeting - No later than 30 days after end of each Semester of the Fiscal Year, Department submits Annual Performance Scorecard Report 	<ul style="list-style-type: none"> - Assistant Minister - Support staff (Administrative Assistant, Secretary, Driver, Office Assistant) - Consultants - Advisors - Partnerships (Int'l, Local Partnerships) - LIFE Fund - Liberian Marketplace - E-Plus - Lofa Women - Annual MSME Conference - LMA Partnership - UNDP BOSS
Office of Assistant Minister	Assistant Minister for Small Business Administration	As Technical Officer with Management Oversight of Bureau	<ul style="list-style-type: none"> - Quarterly SBA Compliance Performance Report to Minister on Work of Department in implementing 25% set aside. - Host semi-annually Interagency Steering Committee Meeting - No later than 30 days after end of each Semester of the Fiscal Year, Department submits Annual Performance Scorecard Report 	<ul style="list-style-type: none"> - Directors (Marketing, Finance, Capacity Building, and Partnerships and Innovation) - Support staff (Administrative Assistant, Secretary, Driver, Office Assistant) - Technical Supervision of: <ul style="list-style-type: none"> LIFE Fund - Liberian Marketplace - E-Plus - Lofa Women - Annual MSME Conference - LMA Partnership - UNDP BOSS
Division of Market Access	Director	<ul style="list-style-type: none"> - Liberian Marketplace management - Organize and Manage Activities of Farmer's Market - Connect SMEs to Market Opportunities - Organize special training and product promotion events at the Liberian marketplace. - Manage Marketplace Facebook Page - SBA Awareness Events - Creating Linkages with supplier and buyers of SBA 	<ul style="list-style-type: none"> - Semi-Annual Performance Report (LiberiaMarketplace Performance Report) - Liberian Marketplace Monthly Newsletters 	<ul style="list-style-type: none"> - Support Staff for Division (Marketing Officer, Marketing Analyst, Security (3), Janitors (2)) - Liberian Marketplace - Lofa Women Weaving Center - Farmers Cooperative - Support staff of the division











Office	Position	Mandated Responsibilities (SBA Law)	Reporting Mandate	Supervision (Staff/Projects)
		<ul style="list-style-type: none"> - Facilitating SMEs access to government contracts 		
Division of Financial Access	Director	<ul style="list-style-type: none"> - Identify and publish brochure on all SMEs Loans Program by Financial Institutions - Facilitate application and processing of SME Loans to Financial Institutions - Mobile Money Registration - Develop Training modules to increase access to finance 	<ul style="list-style-type: none"> - Performance Report (Loan Applications vs Loan Approvals and Performance) in quantity and value, mobile money registrations) - Number of Outreach Activities (Bank Training and Networking Events) - 	<ul style="list-style-type: none"> - Support staff Financial Analyst and Financial Officer - Awardees and E-Plus
Division of Partnership and Innovation	Director	<ul style="list-style-type: none"> - Management of the SBA Website - SBA Registration and Performance Database - Develop Administrative and Reporting Templates and Supervise Finalization of Reports and other media documents - Supervision of the SBA Social Media - Brochures/Flyers Design - Develop/Facilitate IT Solutions for promoting SBA - Online Training Solutions - Formulate partnerships with MSME Service Providers - Mobile Money - Monitoring of SMEs Innovations - LCC/LIBA 	<ul style="list-style-type: none"> - SBA Online Registration Report - Support the completion of the SBA Performance Report - Annual SBA/MSME Directory - Design and Produce Monthly Newsletter Template and Publish All SBA related documents on Website - Highlight SBA/MSME Innovators 	<p>Support staff: Partnership Officer and Innovation Officer, Partnership and Innovation Analyst</p> <ul style="list-style-type: none"> - Annual MSME Conference - LMA Partnership - UNDP BOSS
Division of Capacity Development and Performance Monitoring	Director	<ul style="list-style-type: none"> - Facilitate the preparation of SBA Quarterly, Semi-Annual and Annual Performance Reports - Develop Training on GoL Procurement Application Process - Develop Training on Interpreting Government Annual Procurement Budget of Goods and Services - Develop Training for SBA Process for Deputy Ministers for Administration and Procurement Directors and Officers for Compliance with reporting requirements of SBA Law - Coordination and reconciliation of report with PPCC, MFDP and LBR, LRA 	<ul style="list-style-type: none"> - SBA Quarterly, Semi-Annual and Annual Performance Reports 	<ul style="list-style-type: none"> - Support Staff: Capacity Development Officer, Performance Monitoring Officer and Performance Monitoring Analyst -3 (MACs-1, SMEs-1, Cty -1) - Petty Trade Unit (Senior Officer, Junior Officer, Secretary - 3)
SBA Staffing Total:				32











BUREAU-SPECIFIC STANDING DOCUMENTS


1. MSME Policy of 2011
2. Small Business Empowerment Act
3. Annual/Quarterly Department Work plan
4. Annual/Quarterly Department Travel Plan
5. Department Terms of Reference
6. Department Roles and Responsibilities/Structure
7. Annual SBA MSME Conference Concept Paper
8. Annual SBA MSME Conference Planning Guide
9. Department Annual Report
10. Annual SBA MSME Conference and Trade Fair Report
11. SBA 25% Bi-Annual/Annual Procurement Implementation Report
12. Memorandum of Understanding (LIBA, UNDP)
13. Projects Documents: Lofa Women, Liberian Marketplace, LMA Rice Depot, E-Plus, Boss Center, LIFE Fund Project
14. SBA Approved Brochures and Newsletter (Marketplace Today)
15. SBA Administrative Forms:
 - a. Annual SBA MSME Conference Application Form
 - b. SBA Membership Registration Form
 - c. E-Plus Application Form
 - d. PPCC Vendor Application Form
 - e. Petty Trade Business Registration Form

ANNEX 11: LIST OF DRIVERS AND MINISTERIAL CARS

#	Driver	Phone number and licence	Vehicle Description	Vehicle Picture	Vehicle plate, code, serial number & engine number
1	Tuke T. Nagbe Office of the Minister 	0886947178 #DL 0076817 Iss: 4/8/16 Exp: 3/8/19	Black 2015 Nissan Patrol SUV		21E MOC-02-1 JN1TCSY61Z0570278 TD42-08990
2	Caterik P. Gaye Office of the Assistant Minister for Commerce 	0776382121 #DL 0067319 Iss: 4/11/16 Exp: 3/11/19	Silver 2016 Toyota Hilux D/C Pickup		3001 MOC-04-3 AHTKK8CD200670443 5L-6279344
3	Stephen Sieh Bureau of Administration 	0770181592 0888680878 #DL 0024222 Iss: 12/04/16 Exp: 12/04/18	White 2014 Toyota LandCruiser S/C Pickup		3016 MOC-04-2 JTELB71J407111547 1HZ-0789441
4	Jaween Kerdima Bureau of Administration 	0886791867 #DL 0024032 Iss: 31/03/15 Exp: 30/03/18	White 2012 Hyundai County Bus		3009 MOC-01-33 KMJHG17CPCC054782 D4DCC499597

5	Paul Mulbah National Standards Lab Bureau of Industry 	0777086010	White 2016 Toyota LandCruiser S/C Pickup		3015 MOC-04-1 JTELB71J007111402 1HZ-0788206
6	Kerfala Turay Office of the Assistant Minister for Industry 	0888746418 #DL 0089747 Iss: 21/09/17 Exp: 20/09/20	White 2016 Toyota Hilux D/C Pickup		3003 MOC-04-5 KMJHG17CPCC054782 D4DCC499597
7	James Kpakio Bureau of Commerce 	0880196229 #DL 0075771 Iss: 13/02/17 Exp: 12/02/20	White 2015 Toyota LandCruiser SUV		3017 MOC-02-9 JTEEB71J107029266 1HZ-0825570
8	J. Menkermue Kolopah Bureau of Administration 	0886349778 0777463955 #DL 0014354 Iss: 19/11/15 Exp: 18/11/18	White 2012 Hyundai County Bus		3010 MOC-01-34 KMJHG17CPCC054781 D4DCC499607
9	Thomas Peal Office of the Deputy Minister for Industry 	#DL0058176 Exp 03/09/18	Silver 2016 Toyota Hilux D/C Pickup		3002 MOC-04-4 AHTKK8CD600670431 5L-6279277

10	Abu Kamara LBR Director-General 	077003914 #DL 0052047 Exp: 29/3/19	Black 2016 Renault Koleos SUV		3005 LBR-MOC-02-12 VF1RZG00356242404 2TRC707
11	Alphonso Curtis LBR, Bureau of Commerce 	0880621737 #DL0065015 Exp 6/10/19	White 2015 Toyota Hiace Bus		3019 MOC-03-1 JTFJK02P205010807 5L-6265320
12	Bobby Kamara Office of the Assistant Minister for SBA 	0770596175 #DL 0052047 Exp: 29/3/19	White 2015 Toyota LandCruiser SUV		3006 MOC-02-13
13	Nathan Mason Office of the Deputy Minister for SBA 	0880694123 0777264520 #DL 001140 Iss: 11/03/14 Exp: 10/03/17	Black 2015 Nissan Pathfinder SUV		3008 MOC-02-10 JN1TCSY61Z0587737 TD42-230990
14	Jenkins T. Guwor Office of the Deputy Minister for Administration 	0777270133 0886822834	Maroon 2012 Hyundai SantaFe SUV		3011 MOC-02-8 KMHSH81BDCU812675

15	Augustine Sankarlay Bureau of Industry	0777986043 DRIVER LICENCE #DL 0038845 Iss: 12/03/16 Exp: 11/03/19	Black 2009 Nissan Patrol SUV		RL-517
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ANNEX 12: 2017 THIRD-QUARTER MOCI ASSETS

DESCRIPTION	GSA CODE	SERIES #	OFFICE ASSIGNED	CUSTODIAN	FLOOR
Resource Center (SBA)					
Monitor(hp)	moci- 297-04	3CQ1041Y8K	Resource center (SBA)	Momo Sasey	Ground floor
Monitor(hp)	Moci -297-05	9RA417AYS	Resource center(SBA)	Momo Sasey	Ground floor
Monitor(hp)	Moci-297-07	3CQ131NX73	Resource center(SBA)	Momo Sasey	Ground floor
CPU (hp)	Moci-297-04	MXX0400kLG	Resource center(SBA)	Momo Sasey	Ground floor
CPU (hp)	Moci-297-05	Mxx0400KNN	Resource center(SBA)	Momo Sasey	Ground floor
CPU (hp)	Moci-297-08	SGH030TQ52	Resource center(SBA)	Momo Sasey	Ground floor
Monitor(hp)	Moci-297-03	CNC0256RCJ	Resource center(SBA)	Momo Sasey	Ground floor
Monitor(hp)	Moci-297-06	3CQ10412Gp	Resource center(SBA)	Momo Sasey	Ground floor
CPU (hp)	Moci-297-03	SGH030tpyw	Resource center(SBA)	Momo Sasey	Ground floor
CPU (hp)	Moci-297-06	SGH03QTNY8	Resource centter(SBA)	Momo Sasey	Ground floor
Printer(hp)	Moci-297-02	VNC3S14485	Resource center(SBA)	Momo Sasey	Ground floor
File cabinet	Moci-420-02	N/A	Resource center(SBA)	Momo Sasey	Ground floor
Desk (x6)	Various	N/A	Resource center(SBA)	Momo Sasey	Ground floor
Conference table	Moci-420	N/A	Resource center(SBA)	Momo Sasey	Ground floor
Chair (x13)	Various	N/A	Resource center(SBA)	Momo Sasey	Ground floor
Book shelf(wood)	Moci-420-02	N/A	Resource center(SBA)	Momo Sasey	Ground floor
Air conditioner	N/A	N/A	Resource center(SBA)	Momo Sasey	Ground floor
Libtelco phone	N/A	R89AB1050900762	Resource center(SBA)	Momo Sasey	Ground floor
Conference Room (SBA)					
Chair	Moci-420-54	N/A	Conference room(SBA)	Office staff	Ground floor
Conference table	Moci-420-01	N/A	Conference room(SBA)	Office staff	Ground floor
Podium	Moci-420-01	N/A	Conference room(SBA)	Office staff	Ground floor
Water(simca)	Moci-840-01	N/A	Conference room(SBA)	Office staff	Ground floor
Air conditioner	N/A	N/A	Conference room(SBA)	Office staff	Ground floor
Assistant Minister (SBA)					
Desk	Moci-420-08	N/A	Ass.Minister(SBA)		Ground floor
Chair (x25)	Various	N/A	Ass.Minister(SBA)		Ground floor
Sofa	Moci-420-02	N/A	Ass.Minister(SBA)		Ground floor
Ice Box	Moci-740-03	N/A	Ass.Minister(SBA)		Ground floor
monitor(hp)	Moci-297-07	0260KLZ	Ass.Minister(SBA)		Ground floor
CPU	Moci-297-07	SGH030TQ4Y	Ass.Minister(SBA)		Ground floor
Printer	Moci-297-03	RYN82393	Ass.Minister(SBA)		Ground floor
File cabinet	Moci-420-03	N/A	Ass.Minister(SBA)		Ground floor
Book shelf(wood)	Moci-	N/A	Ass.Minister(SBA)		Ground floor

Air conditioner	N/A	N/A	Ass.Minister(SBA)		Ground floor
Staff Office (SBA)					
Laptop(dell)	N/A	NALROILB6FZR22	Staff office (SBA)	Samuel W. Jacobs	Ground floor
Laptop(dell)	N/A	NALROIL8XYQR22	Staff office (SBA)	Edward Belleh	Ground floor
File cabinet	Moci-420	N/A	Staff office (SBA)	Julius saye Keh Nel	Ground floor
Desk (x9)	Various	N/A	Staff office (SBA)	Julius saye Keh Nel	Ground floor
Chair (x14)	Various	N/A	Staff office (SBA)	Julius saye Keh Nel	Ground floor
monitor(hp)	Moci-297-11	3MXX0104Y2R23	Staff office (SBA)	Samuel W. Jacobs	Ground floor
Printer (canon)	Moci-297-04	SH30Y241R11	Staff office (SBA)	Samuel W. Jacobs	Ground floor
CPU(hp)	Moci-297-09	SH2R104TQ1R2	Staff office (SBA)	Samuel W. Jacobs	Ground floor
monitor(hp)	Moci-297-02	SY2613TQR22	Staff office (SBA)	Staff	Ground floor
monitor(hp)	Moci-297-08	SHG07Y1R14	Staff office (SBA)	Staff	Ground floor
monitor(hp)	Moci-297-09	3QG1045521	Staff office (SBA)	Staff	Ground floor
monitor(hp)	Moci-297-10	3QG10412GP	Staff office (SBA)	Staff	Ground floor
CPU(hp)	Moci-297-10	H214Y2R22	Staff office (SBA)	Staff	Ground floor
Book shelf(wood)	N/A	N/A	Staff office (SBA)	Staff	Ground floor
File cabinet (x5)	Various	N/A	Staff office (SBA)	Staff	Ground floor
Ice Box (x2)	Various		Staff office (SBA)	Staff	Ground floor
Deputy Minister (SBA)					
Desk (x2)	Various		Deputy Minister (SBA)	min Paygar	Ground floor
Printer(canon)	Moci-297-01	RYN82392	Deputy Minister (SBA)	min Paygar	Ground floor
Ice Box(LG)	Moci-740-01	GC15150	Deputy Minister (SBA)	Min. Paygar	Ground floor
Laptop (hp)	N/A	CND421602T	Deputy Minister (SBA)	Min. Paygar	Ground floor
Monitor(dell)	Moci-297-01	ON1G10 72872 49 2014	Deputy Minister (SBA)	min Paygar	Ground floor
CPU((dell)	Moci-297-01	13036 15	Deputy Minister (SBA)	min Paygar	Ground floor
Conference table	Moci-420-02	N/A	Deputy Minister (SBA)	min Paygar	Ground floor
Chair (x5)	Various	N/A	Deputy Minister (SBA)	min Paygar	Ground floor
Sofa	Moci-420-01	N/A	Deputy Minister (SBA)	min Paygar	Ground floor
Book shelf(wood)	Moci-420-01	N/A	Deputy Minister (SBA)	min Paygar	Ground floor
File cabinet	Moci-420-01	N/A	Deputy Minister (SBA)	min Paygar	Ground floor
Glass table (x2)	Various	N/A	Deputy Minister (SBA)	min Paygar	Ground floor
Air conditioner(GIB)	N/A	N/A	Deputy Minister (SBA)	min Paygar	Ground floor
Laptop(dell)	N/A	NALROILB69QR22	Staff office (SBA)	Willis Knuckles III	Ground floor
Director, Consumer Education & Protection Unit (CEPU)					
Monitor(dell)	Moci-297	CND 330R22	Director, CEPU	M. Kumeh	Ground floor
Printer(hp)	Moci-060	Pk559931	Director, CEPu	M. Kumeh	Ground floor
Photo copier(canon)	Mci-030	Wz250120	Director, CEPu	M. Kumeh	Ground floor
CPU (dell)	Moci-297-08	GZDB93X	Director, CEPu	M. Kumeh	Ground floor

Desk (x6)	Various	N/A	Director, CEPu	M. Kumeh	Ground floor
Chair	C- 011	N/A	Director, CEPu	M. Kumeh	Ground floor
Book shelf (x2)	Various	N/A	Director, CEPu	M. Kumeh	Ground floor
Air conditioner (chigo)		N/A	Director, CEPu	M. Kumeh	Ground floor
Coordinator, Consumer Education & Protection Unit (CEPU)					
Cubboard	Moci-420-03	N/A	Coordinaator, CEPU	S. sandamane	Ground floor
Desk	Moci-420-23	N/A	Coordinaator, CEPU	S. sandamane	Ground floor
File cabinet	Moci-420-11	N/A	Coordinaator, CEPU	S. sandamane	Ground floor
Chair (x12)	Various	N/A	Coordinaator, CEPU	S. sandamane	Ground floor
Customer Service					
Desk (x3)	Various	N/A	Customer service	Hereatha Dggs	Ground floor
Chair (x16)	Various	N/A	Customer service	Hereatha Diggs	Ground floor
CPU (Dell)		N/A	Customer service	Hereatha Diggs	Ground floor
Monitor (Dell)		N/A	Customer service	Hereatha Diggs	Ground floor
File cabinet	Moci-420-10	N/A	Customer service	Hereatha Diggs	Ground floor
Tv 21in (shark)	N/A	N/A	Customer service	Hereatha Diggs	Ground floor
Petty Trade Office					
Desk (x3)	Various	N/A	Customer service	Hereatha Dggs	Ground floor
Inspectorate Division					
Chair (x20)	Various	N/A	inspectorate Division	Macaetoh p. Wreh	1st Floor
Desk (x8)	Various	N/A	inspectorate Division	Macaetoh p. Wreh	1st Floor
Table (x2)	Various	N/A	inspectorate Division	Macaetoh p. Wreh	1st Floor
File cabinet	Moci-420-12	N/A	inspectorate Division	Macaetoh p. Wreh	1st Floor
Air condioner	N/A	N/A	inspectorate Division	Macaetoh p. Wreh	1st Floor
Sofa	Mocii-420-03	N/A	inspectorate Division	Macaetoh p. Wreh	1st Floor
Division of Standards					
Desk (x3)	Various	N/A	Standard Division	Donzo	1st Floor
Chair (x4)	Various	N/A	Standard Division	Donzo	1st Floor
Printer(L jet)	Moci-297	CP 155N	Standard Division	Donzo	1st Floor
Printer(hp)	Moci-297	N/A	Standard Division	Donzo	1st Floor
Printer(hp)	Moci-297	N/A	Standard Division	Donzo	1st Floor
Monitor(dell)	Moci-297	VNC43J2755R6	Standard Division	Donzo	1st Floor
CPU(dell)	Moci-297	H3X595J	Standard Division	Donzo	1st Floor
File cabinet (x2)	Mci-015	N/A	Standard Division	Donzo	1st Floor
Assistant Director (Industrial Development)					
Chair (x4)	Various	N/A	Industrial Development	Dukuly	1st Floor
File cabinet	Moci420	N/A	Industrial Development	Dukuly	1st Floor
Book shelf	Moci-420-06	N/A	Industrial Development	Dukuly	1st Floor

Monitor(dell)	Moci-297	VNC6418039C120U	Industrial Development	Dukuly	1st Floor
Printer(hp)	Moci-297	VNCA572005	Industrial Development	Dukuly	1st Floor
CPU(dell)	Moci-297	ER76J1008	Industrial Development	Dukuly	1st Floor
photo copier	Moci-297	EZZ62909	Industrial Development	Dukuly	1st Floor
Desk (x2)	Moci-420	N/A	Industrial Development	Dukuly	1st Floor
Monitor(dell)		CNONJVS72872480C538	Industrial Development	Dukuly	1st Floor
CPU(dell)		25823603370	Industrial Development	Dukuly	1st Floor
Printer(hp)		VNF8R15422	Industrial Development	Dukuly	1st Floor
Desk	Moci-420	N/A	Industrial Development	Dukuly	1st Floor
Industrial Development Compliance					
Desk (x3)	Various	N/A	Industrial Development	Kaffey	1st floor
Chair (x3)	Various	N/A	Industrial Development	Kaffey	1st floor
File cabinet	Moci-420	N/A	Industrial Development	Kaffey	1st floor
Industrial Development					
Desk (x6)	Moci-420-29	N/A	Industrial Development	kiaker	1st floor
Chair (x9)	Various	N/A	Industrial Development	kiaker	1st floor
File cabinet	Mci-019	N/A	Industrial Development	kiaker	1st floor
World Trade Organization Office					
Desk (x4)	Various	N/A	WTO	Gbeakeh	1st Floor
Chair (x9)	Various	N/A	WTO	Gbeakeh	1st Floor
Monitor(dell)	Moci-297-12	R735N640180	WTO	Gbeakeh	1st Floor
Monitor(dell)	Moci-297-13	Vnc23R617B4 3R1	WTO	Gbeakeh	1st Floor
Monitor(dell)	Moci-297-14	735N641809660	WTO	Gbeakeh	1st Floor
Monitor(dell)	Mci-055	CNOG349H64180	WTO	Gbeakeh	1st Floor
Printer(hp)	Moci-297-11	CN98R3B1D1	WTO	Gbeakeh	1st Floor
Printer(hp)	Moci-297-12	CN98R3B1CY	WTO	Gbeakeh	1st Floor
Printer(hp)	Moci-297-13	CN98R3B1G5	WTO	Gbeakeh	1st Floor
Printer(hp)	Moci-297-14	N/A	WTO	Gbeakeh	1st Floor
CPU(dell)	Moci-297	N/A	WTO	Gbeakeh	1st Floor
CPU(dell)	Moci-297-14	C6BTF4J	WTO	Gbeakeh	1st Floor
Scanner(hp)	N/A	G2710	WTO	Gbeakeh	1st Floor
Scanner(hp)	N/A	N/A	WTO	Gbeakeh	1st Floor
Scanner(hp)	N/A	N/A	WTO	Gbeakeh	1st Floor
Air conditioner	N/A	N/A	WTO	Gbeakeh	1st Floor
Deputy Minister for Industry (Staff Office)					
File cabinet	Moci-420-16	N/A	DMI Staff office	Albrether	1st Floor
Cupboard	moci-420-04	N/A	DMI Staff office	Albrether	1st Floor
Chair (x6)	Various	N/A	DMI Staff office	Albrether	1st Floor

Desk (x3)	Various	N/A	DMI Staff office	Albrether	1st Floor
Printer(L jet)	Moci-297	VNF359694	DMI Staff office	Albrether	1st Floor
Deputy Minister for Industry (Conference Room)					
Conference table	Moci-420-03	N/A	DMI conference room	pratt	1st Floor
Cupboard	moci-420-07	N/A	DMI conference room	pratt	1st Floor
Square table	Mci-105	N/A	DMI conference room	pratt	1st Floor
Chair (x5)	Various	N/A	DMI conference room	pratt	1st Floor
Monitor (Dell)		728725AR	DMI conference room	pratt	1st Floor
CPU (Dell)		35347774342	DMI conference room	pratt	1st Floor
Printer		RVWU0646	DMI conference room	pratt	1st Floor
Desk	N/A	N/A	DMI conference room	pratt	1st Floor
sofa	Moci-420-05	N/A	DMI conference room	pratt	1st Floor
Air con ditioner	N/A	N/A	DMI conference room	pratt	1st Floor
Deputy Minister for Industry Office					
Desk	Moci-420-42	N/A	DMI office	Pratt	1st Floor
Chair (x4)	Various	N/A	DMI office	Pratt	1st Floor
Conference table	Moci-420-03	N/A	DMI office	Pratt	1st Floor
Cupboard	Moci-420-05	N/A	DMI office	Pratt	1st Floor
Laptop (Dell)		N/A	DMI office	Pratt	1st Floor
Air conditioner	N/A	N/A	DMI office	Pratt	1st Floor
Assistant Minister for Industry (Staff Office)					
Desk (x3)	Various	N/A	AMI staff office	Turay	1st Floor
Book shelf	Moci-420-08	N/A	AMI staff office	Turay	1st Floor
File cabinet (x2)	C-015	N/A	AMI staff office	Turay	1st Floor
Chair (x7)	Various	N/A	AMI staff office	Turay	1st Floor
Monitor(dell)	Moci-297-10	VCN61R246R3	AMI staff office	Turay	1st Floor
CPU(dell)	Moci-297-10	EZZ255167	AMI staff office	Turay	1st Floor
Photo copier(canon)	Moci-297	PW2327191	AMI staff office	Turay	1st Floor
Printer(hp)	Moci-420	MH265312H	AMI staff office	Turay	1st Floor
Air Conditioner	N/A	N/A	AMI staff office	Turay	1st Floor
Assistant Minister for Industry (Staff Office):					
Chair (x9)	Various	N/A	AMI office	Turay	1st Floor
Desk	Mci-01	N/A	AMI office	Turay	1st Floor
Monitor(dell)	Moci-297-11	6418018V1	AMI office	Turay	1st Floor
CPU(dell)	Moci-297	N/A	AMI office	Turay	1st Floor
Ice box	Mci- 033	N/A	AMI office	Turay	1st Floor
Industrial Policy Advisor Office					
Desk (x2)	Various	N/A	Industrial policy Advisor	monger	1st Floor

Printer(hp)	Moci-297		Industrial policy Advisor	monger	1st Floor
Chair (x4)	Various	N/A	Industrial policy Advisor	monger	1st Floor
Air conditioner	N/A	N/A	Industrial policy Advisor	monger	1st Floor
Monitor(dell)	Moci-297	OMM266673731	Industrial policy Advisor	monger	1st Floor
CPU(dell)		JF77RG1	Industrial policy Advisor	monger	1st Floor
Trade Division Office					
Desk (x8)	Various	N/A	Trade Division	Nancy Gondeh	2nd floor
Chair (x11)	Various	N/A	Trade Division	Nancy Gondeh	2nd floor
Monitor(dell)	Moci-297	CN6377887218N	Trade Division	Nancy Gondeh	2nd floor
Laptop (Dell)			Trade Division	Nancy Gondeh	2nd floor
Monitor (Dell)			Trade Division	Nancy Gondeh	2nd floor
CPU (Dell)			Trade Division	Nancy Gondeh	2nd floor
Printer (HP)			Trade Division	Nancy Gondeh	2nd floor
Photo copier	Moci-297	E2286080	Trade Division	Nancy Gondeh	2nd floor
Deputy Minister for Commerce (Staff Section):					
Chair (x6)	Various	N/A	DMC staff section	Massa Kromah	2nd floor
Desk (x3)	Various	N/A	DMC staff section	Massa Kromah	2nd floor
Printer	Moci-297-03		DMC staff section	Massa Kromah	2nd floor
Printer	Moci-397-04		DMC staff section	Massa Kromah	2nd floor
Printer	Moci-297		DMC staff section	Massa Kromah	2nd floor
Monitor	Moci-297-81		DMC staff section	Massa Kromah	2nd floor
Monitor	Moci-297		DMC staff section	Massa Kromah	2nd floor
Ice box	Mci-032		DMC staff section	Massa Kromah	2nd floor
File cabinet (x2)	Mci-015	N/A	DMC staff section	Massa Kromah	2nd floor
Sofa	Moci-420-109	N/A	DMC staff section	Massa Kromah	2nd floor
Desk	Moci-420	N/A	DMC office	Massa Kromah	2nd floor
Deputy Minister for Commerce Office					
Chair (x3)	Various	N/A	DMC office	Stephen Marvie	2nd floor
Air conditioner	N/A	N/A	DMC office	Stephen Marvie	2nd floor
Executive Desk		N/A	DMC office	Stephen Marvie	2nd floor
Book shelf	Moci-420	N/A	DMC office	Stephen Marvie	2nd floor
Director of Price Office					
Desk	Mci-01	N/A	Division of Price	Blim	2nd floor
Chair (x4)	Various	N/A	Division of Price	Blim	2nd floor
Monitor(dell)	Moci-297	N/A	Division of Price	Blim	2nd floor
CPU(dell)	Moci-297	N/A	Division of Price	Blim	2nd floor
Printer(hp)	Moci-297	N/A	Division of Price	Blim	2nd floor
Cabinet	Mci-015	N/A	Division of Price	Blim	2nd floor

Ice box	Mci-033	N/A	Division of Price	Blim	2nd floor
air conditioner	N/A	N/A	Division of Price	Blim	2nd floor
Division of Price Staff Office					
Desk (x6)	Various	N/A	Division of Price	Staff office	2nd floor
Chair (x8)	Various	N/A	Division of Price	Staff office	2nd floor
Assistant Director of Price Office					
Desk (x2)	Various	N/A	Division of Price	Jomo Doe	2nd floor
Chair (x5)	Various	N/A	Division of Price	Jomo Doe	2nd floor
Monitor(dell)	Moci-297	OPO534F7287291E	Division of Price	Jomo Doe	2nd floor
CPU(dell)	Moci-297	27910 1677861	Division of Price	Jomo Doe	2nd floor
Printer(hp)	Moci-297	N/A	Division of Price	Jomo Doe	2nd floor
Assistant Minister for Trade In Services (Staff Office)					
Desk (x2)	Mci-09	N/A	AMC staff office	John Yekeh	2nd floor
Chair (x5)	Various	N/A	AMC staff office	John Yekeh	2nd floor
Conference table	Mci-08	N/A	AMC staff office	John Yekeh	2nd floor
Airconditioner	N/A	N/A	AMC staff office	John Yekeh	2nd floor
File cabinet	Moci-420	N/A	AMC staff office	John Yekeh	2nd floor
Monitor(dell)	Moci-297		AMC staff office	John Yekeh	2nd floor
Printer(canon)	Moci-297		AMC staff office	John Yekeh	2nd floor
CPU (dell)	Moci-297		AMC staff office	John Yekeh	2nd floor
Assistant Minister for Trade In Services Office					
Desk	Moci-420	N/A	AMC office	Daniel Dean	2nd floor
Chair (x4)	Various	N/A	AMC office	Daniel Dean	2nd floor
Book shelf	Moci-420	N/A	AMC office	Daniel Dean	2nd floor
Conference table	Mci-08	N/A	AMC office	Daniel Dean	2nd floor
File cabinet	Moci-420	N/A	AMC office	Daniel Dean	2nd floor
Air conditioner	N/A	N/A	AMC office	Daniel Dean	2nd floor
Internal Audit Division					
Desk (x5)	Moci-420	N/A	Internal Audit Division	Director	2nd floor
Chair (x8)	Various	N/A	Internal Audit Division	Director	2nd floor
Printer(hp)	Moci-297		Internal Audit Division	Director	2nd floor
Printer(hp)	Moci-297	CNC1095976	Internal Audit Division	Director	2nd floor
Printer(hp)	Moci-297	VCVRA1002	Internal Audit Division	Director	2nd floor
Printer(canon)	Moci-297	HCT84598	Internal Audit Division	Director	2nd floor
monitor(dell)	IPFMRP TOP-01		Internal Audit Division	Director	2nd floor
monitor(dell)	Moci-297		Internal Audit Division	Director	2nd floor
Air conditioner	N/A		Internal Audit Division	Director	2nd floor
CPU(dell)			Internal Audit Division	Director	2nd floor

CPU(dell)			Internal Audit Division	Director	2nd floor
Printer (HP)			Internal Audit Division	Director	2nd floor
Laptop(dell)	N/A	NALRO1LB69QR22	Internal Audit Division	Director	2nd floor
Comptroller's Office & Finance Division					
Desk (x5)	Moci-420	N/A	Finance Division	Filiman Siryon	3rd floor
Chair (x13)	Various	N/A	Finance Division	Filiman Siryon	3rd floor
Conference table	Moci-420	N/A	Finance Division	Filiman Siryon	3rd floor
File cabinet (x3)	Moci-420	N/A	Finance Division	Filiman Siryon	3rd floor
Type writer	Moci-297	N/A	Finance Division	Filiman Siryon	3rd floor
Save (x4)	Moci-297	N/A	Comptroller	sanyon	3rd floor
Conference table	Moci-420	N/A	Comptroller	sanyon	3rd floor
File cabinet	Moci-420	N/A	Comptroller	sanyon	3rd floor
Ice box	Moci-297	N/A	Comptroller	sanyon	3rd floor
Cupboard	Mci-015	N/A	Comptroller	sanyon	3rd floor
Air condioner	N/A	N/A	Comptroller	sanyon	3rd floor
X-bass radio	N/A	900W	Comptroller	sanyon	3rd floor
Assistant Comptroller's Office					
Desk (x4)	Various	N/A	Assist. Comp. office	Gudi Neufville	3rd floor
Chair (x4)	Various	N/A	Assist. Comp. office	Gudi Neufville	3rd floor
Photocopier (Canon)	Moci-420	N/A	Assist. Comp. office	Gudi Neufville	3rd floor
Air Conditioner	N/A	N/A	Assist. Comp. office	Gudi Neufville	3rd floor
Deputy Minister for Adm. Staff Office					
Desk (x3)	Moci-420	N/A	DMA staff Office	Famata Ngama	3rd floor
Chair (x4)	Various	N/A	DMA staff Office	Famata Ngama	3rd floor
File cabinet (x2)	Moci-420	N/A	DMA staff Office	Famata Ngama	3rd floor
Air conditioner	N/A	N/A	DMA staff Office	Famata Ngama	3rd floor
Cubboard	Moci-420	N/A	DMA staff Office	Famata Ngama	3rd floor
Deputy Minister for Adm. Office					
Desk	Moci-420	N/A	DMA office	Famata Ngama	3rd floor
Chair (x6)	Various	N/A	DMA office	Famata Ngama	3rd floor
Conference table	Moci-420	N/A	DMA office	Famata Ngama	3rd floor
Conference desk	Moci-420	N/A	DMA office	Famata Ngama	3rd floor
Cubboard	Moci-420	N/A	DMA office	Famata Ngama	3rd floor
Glass table	Moci-420	N/A	DMA office	Famata Ngama	3rd floor
Air conditioner	N/A	N/A	DMA office	Famata Ngama	3rd floor
Assistant Minister for Adm. Office					
Chair (x6)	Various	N/A	AMA office	Willis Knuckles, III	3rd floor
Executive Chair		N/A	AMA office	Willis Knuckles, III	3rd floor

Laptop (Dell)		N/A	AMA office	Willis Knuckles, III	3rd floor
Ice box	Moci-470	N/A	AMA office	Willis Knuckles, III	3rd floor
Max sheet	N/A	N/A	AMA office	Willis Knuckles, III	3rd floor
Conference table	Moci-420	N/A	AMA office	Willis Knuckles, III	3rd floor
Cupboard	Moci-420	N/A	AMA office	Willis Knuckles, III	3rd floor
Air conditoner (x2)	N/A	N/A	AMA office	Willis Knuckles, III	3rd floor
X-Bass Radio	N/A	N/A	AMA office	Willis Knuckles, III	3rd floor
Assistant Minister for Adm. Staff Office					
Desk (x3)	Moci-420	N/A	AMA staff office	Yelegar	3rd floor
Sofa	Moci-420	N/A	AMA staff office	Yelegar	3rd floor
Chair (x5)	Various	N/A	AMA staff office	Yelegar	3rd floor
File cabinet (x2)	C015	N/A	AMA staff office	Yelegar	3rd floor
Cupboard	C-013	N/A	AMA staff office	Yelegar	3rd floor
X-Bass Radio	N/A	N/A	AMA staff office	Yelegar	3rd floor
Air conditoner	N/A	N/A	AMA staff office	Yelegar	3rd floor
Human Resource (HR) Office					
Desk (x2)	Moci-420	N/A	HR Office	Joseph Blango	3rd floor
Executive Chair (x3)	Moci-420	N/A	HR Office	Joseph Blango	3rd floor
File cabinet (x7)	Moci-420	N/A	HR Office	Joseph Blango	3rd floor
Air conditioner	N/A	N/A	HR Office	Joseph Blango	3rd floor
HR Staff Office					
Desk (x5)	Moci-09	N/A	HR staff office	Joseph Blango	3rd floor
File cabinet (x3)	C-0015	N/A	HR staff office	Joseph Blango	3rd floor
Chair (x6)	Various	N/A	HR staff office	Joseph Blango	3rd floor
Air conditioner	N/A	N/A	HR staff office	Joseph Blango	3rd floor
Administrative Support Service Division (ASSD)					
Desk (x4)	Moci-420	N/A	ASSD	Prince A. Korvah	3rd floor
Chair (x6)	Various	N/A	ASSD	Prince A. Korvah	3rd floor
Water cooler(nakai)	Moci-297	N/A	ASSD	Prince A. Korvah	3rd floor
File cabinet	MIC-015		ASSD	Prince A. Korvah	3rd floor
Air conditioner	N/A	N/A	ASSD	Prince A. Korvah	3rd floor
Standing Fan		N/A	ASSD	Prince A. Korvah	3rd floor
Photocopier	Moci-297	N/A	ASSD	Prince A. Korvah	3rd floor
Procurement Division					
Desk (x7)	Mci-09	N/A	Procurement Division	Elijah J Nyankan	3rd floor
Chair (x9)	Various	N/A	Procurement Division	Elijah J Nyankan	3rd floor
Air conditioner	N/A	N/A	Procurement Division	Elijah J Nyankan	3rd floor
File cabinet (x3)	Moci-420	N/A	Procurement Division	Elijah J Nyankan	3rd floor

Public Affairs Division					
Desk (x4)	Various	N/A	Public Affairs Division	Mitchael Jones	3rd floor
Chair (x7)	Moci-420	N/A	Public Affairs Division	Mitchael Jones	3rd floor
File cabinet (x2)	Moci-420	N/A	Public Affairs Division	Mitchael Jones	3rd floor
Air conditioner	N/A	N/A	Public Affairs Division	Mitchael Jones	3rd floor
Table	Moci-420	N/A	Public Affairs Division	Mitchael Jones	3rd floor
Cupboard	Moci-420	N/A	Public Affairs Division	Mitchael Jones	3rd floor
Resource Center					
Desk (x9)	Moci-420	N/A	Resource center	Dortu	3rd floor
Chair (x6)	Moci-420	N/A	Resource center	Dortu	3rd floor
Shelf	Moci-420	N/A	Resource center	Dortu	3rd floor
Server	Moci-297	N/A	Resource center	Dortu	3rd floor
Knowledge Management Office					
Desk (x3)	Various	N/A	Knowledge management	wesley	3rd floor
File cabinet (x2)	Mci-015	N/A	Knowledge management	wesley	3rd floor
Chair (x3)	Moci-420	N/A	Knowledge management	wesley	3rd floor
Cupboard	Moci-420	N/A	Knowledge management	wesley	3rd floor
Minister's Office					
Chair (x14)	Various	N/A	Minister's office	Axel M. Addy	4th floor
Desk	Moci420	N/A	Minister's office	Axel M. Addy	4th floor
Conference table	Moci420	N/A	Minister's office	Axel M. Addy	4th floor
Sofa	Mci-05	N/A	Minister's office	Axel M. Addy	4th floor
File cabinet	Moci420	N/A	Minister's office	Axel M. Addy	4th floor
Cupbord (x2)	Moci420	N/A	Minister's office	Axel M. Addy	4th floor
Ice box(hiler)	Moci-470	N/A	Minister's office	Axel M. Addy	4th floor
Book shelf	Moci-420	N/A	Minister's office	Axel M. Addy	4th floor
Table (x2)	Moci-420	N/A	Minister's office	Axel M. Addy	4th floor
Air conditioner	N/A	N/A	Minister's office	Axel M. Addy	4th floor
Printer(hp)	Moci-297	CNG 980000F	Minister's office	Axel M. Addy	4th floor
Stredder	N/A	SS 0000002	Minister's office	Axel M. Addy	4th floor
Minister's Special Assistant (SA) Office					
Desk (x2)	C-09	N/A	Minister's SA	Axel M. Addy	4th floor
File cabinet (x3)	Moci-420	N/A	Minister's SA	MIS Scott	4th floor
Chair (x4)	Moci-420	N/A	minister's SA	MIS Scott	4th floor
Table (Glass)	Moci-420	N/A	Minister's SA	MIS Scott	4th floor
Cupboard	Moci-420	N/A	Mnister's SA	MIS Scott	4th floor
Monitor(dell)	Moci297	6418039N18AU	Minister's SA	MIS Scott	4th floor
Printer(canon)	Moci-297	HUZ37788	Minister's SA	MIS Scott	4th floor

CPU(dell)	Moci-297	BH2WYY1	Minister's SA	MIS Scott	4th floor
Air conditioner	N/A	N/A	Minister's SA	MIS Scott	4th floor
Minister's Receptionist Desk					
Desk (x3)	Moci-420	N/A	Receptionist desk	John Yakeh	4th floor
Table (x2)	Various	N/A	Receptionist desk	John Yakeh	4th floor
Chair (x4)	Mci-010	N/A	Receptionist desk	John Yakeh	4th floor
Sofa (x2)	Moci-420	N/A	Receptionist desk	John Yakeh	4th floor
Minister's Secretary					
Desk (x3)	Moci-420	N/A	Minister's secretary	E. Mathews	4th floor
Chair (x2)	Moci-420	N/A	Minister's secretary	E. Mathews	4th floor
File cabinet (x4)	Various	N/A	Minister's secretary	E. Mathews	4th floor
Printer(hp)	Moci-297	VNC09094812	Minister's secretary	E. Mathews	4th floor
Printer(dell)	Moci-297	VNC 2R4 44J1L	Minister's secretary	E. Mathews	4th floor
Monitor(dell)	Moci-297	6418018V1V8M	Minister's secretary	E. Mathews	4th floor
CPU(dell)	Moci-297	55x3299B4	Minister's secretary	E. Mathews	4th floor
Photo copier	Moci-297	66oCN25002	Minister's secretary	E. Mathews	4th floor
TV (Sharp)	N/A	32 inches flat screen	Minister's secretary	E. Mathews	4th floor
Air conditioner	N/A	N/A	Minister's secretary	E. Mathews	4th floor
Minister's Conference Room					
Conference Table	Moci-420	N/A	Conferencr room	Axel M. Addy	4th floor
Air conditioner	Moci-297	N/A	Conferencr room	Axel M. Addy	4th floor
Tv (shark) 21 inches	N/A	N/A	Conferencr room	Axel M. Addy	4th floor
Legal Office					
Desk (x2)	Moci-420	N/A	Legal office	Gongloe	4th floor
Cupboard	Mci-015	N/A	Legal office	Congloe	4th floor
File cabinet	Moci-420	N/A	Legal office	Gongloe	4th floor
Chair (x12)	Moci-420	N/A	Legal office	Gongloe	4th floor
Monitor(dell)	Moci-420	7287218NSPYN	Legal office	Gongloe	4th floor
Printer(canon)	Moci-420	Q2D42299	Legal office	Gongloe	4th floor
CPU(dell)	Moci-420	7H5573X	Legal office	Gongloe	4th floor
Conference table	Moci-420	N/A	Legal office	Gongloe	4th floor
Square table	Moci-420	N/A	Legal office	Gongloe	4th floor
Wall Room					
Desk (x4)	Various	N/A	wall room	Administration	4th floor
Chair (x9)	Various	N/A	wall room	Administration	4th floor
Air conditioner	N/A	KF72LW33	wall room	Administration	4th floor
Air conditioner	N/A	N/A	wall room	Administration	4th floor
File cabinet	Moci-420	N/A	wall room	Administration	4th floor

Conference Table	Moci-420	N/A	wall room	Administration	4th floor
Information Technology (IT) Section					
Desk (x6)	Various	N/A	I T section	Dortu	4th floor
Chair (x5)	Moci-420	N/A	I T section	Dortu	4th floor
Printer(hp)	Moci-297	CNC9L05680	I T section	Dortu	4th floor
Printer(hp)	Moci-297	CN32J1TGPN	I T section	Dortu	4th floor
Printer(hp)	Moci-297	CNCTG56578	I T section	Dortu	4th floor
CPU(dell)	Moci-297	D585168239	I T section	Dortu	4th floor
Monitor(dell)	Moc-055	6418077LOMTC	I T section	Dortu	4th floor
Bender	Moci-297	SD2000	I T section	Dortu	4th floor
File cabinet	Moci-420	N/A	I T section	Dortu	4th floor
Air conditioner	N/A	N/A	I T section	Dortu	4th floor

ANNEX 13: LIBERIA POST-ACCESSION PLAN (LPAP)

Policy Objective/Activity	Impact of the Reform	Technical Assistance	Timeline	Key Entity
1. Trade Facilitation				
1.1. Implementation of a Single Window				
<ul style="list-style-type: none"> Establish a Single Window Platform Rollout Single Window to key operational ports 	Enhanced trade facilitation to improve predictability and transparency	<p>Technical Assistance on development of Tender Documents & implementation of the Single Window.</p> <p>Assistance also needed for implementing hard and soft infrastructure requirements to set up the single window.</p>	2017	LRA, MoCI, MoA, NPA, CBL, MoH
1.2. Access to information through implementation of a trade portal				
<ul style="list-style-type: none"> Establish centralized information portal for exports, imports and transit: <ol style="list-style-type: none"> Procedures Applied rates of duties and taxes Fees and charges (inc. schedule to ensure reflect true cost of service) Laws, regulations, and administrative rulings <p>Establish enquiry points at identified entities.</p>	Increase in transparency resulting in more compliant trade. Increased compliance will lead to increased revenue.	Technical Assistance to set up the trade portal and relevant enquiry and notification points	2016	LRA, MoCI, MFDP, MoA
1.3. Review of fees and charges				
<ul style="list-style-type: none"> Review all fees and charges related to import and export to ensure implemented only on a cost recovery and not revenue-raising basis. 	Increased transparency and predictability for traders.	Technical assistance for the comprehensive review of all fees and charges in relation to import and export	2017	MFDP LRA, MoCI
1.4. Modernizing customs procedures, processes and infrastructure				
<p>Valuation</p> <ul style="list-style-type: none"> Full implementation of WTO Agreement on Customs Valuation. <p>Risk Management</p> <ul style="list-style-type: none"> Establish an effective risk management regime using risk profiling and criteria Ensure proactive uses of ASYCUDA by the Post-clearance Audit (PCA) team Implementing automated inspection using scanners 	<p>Consistent method of valuing goods at all Customs ports</p> <p>Reduce the number of days and time to do inspection.</p>	<p>Technical assistance is needed to establish an independent Customs Valuation Unit and its procedures;</p> <p>Technical assistance for the development of Tender Documents for a Destination Inspection Contract.</p>	2017	LRA MFDP MoCI

1.5. Modernizing customs procedures, processes and infrastructure (cont'd)				
Advance Tariff Information/Rulings <ul style="list-style-type: none"> Develop and publish administrative regulation providing guidelines on the issuance of information on advance tariff rulings. 	Provide certainty and predictability to traders and consistency of application of correct tariff code by customs.	Technical assistance for the development of the advance tariff ruling procedures.	2017	LRA, MFDP, MoCI
Establishment and Publication of Average Release Times <ul style="list-style-type: none"> Measure and publish average release time of goods using Time Release Study. 	Identify and eliminate bottlenecks and redundant procedures in the release process	Assistance in conducting regular Time Release Studies.		
Upgrade of port infrastructure <ul style="list-style-type: none"> Install automated systems, and equipment at all ports of entry 	Enhanced port performance.	Technical assistance, as well as, procurement and installation of equipment		
Reform Customs Brokers Licensing Regime <ul style="list-style-type: none"> Assess current broker licensing system, advance recommendations, and implement reforms. 	Improved (customs) brokerage services	Technical assistance and capacity building for customs brokers		
1.6. Build local capacity for implementing customs reforms				
<ul style="list-style-type: none"> Training of customs personnel to strengthen enforcement Training of Single Window Platform users Improve the management and analysis of statistical trade information (i.e. in ASYCUDA). 	Improved capability to facilitate trade and enhance compliance	Capacity building to modernize customs system.	2017	LRA, MoCI
1.7. Establish an efficient framework for promoting public-private partnership for port infra-structural development				
<ul style="list-style-type: none"> Undertake feasibility studies for modernization of the physical infrastructure and operations of Buchanan, Greenville and Harper ports to include specialized services. Establishment of feasibility fund 	Improved trade facilitation Fast track investment in strategic areas	Technical assistance for transaction advisors in specialized port services Technical assistance to structure the fund and secure financing for feasibility studies	2017	NIC, MPW, NPA, MFDP
1.8. Reduction of non-tariff barriers (NTBs)				
<ul style="list-style-type: none"> E-commerce for Business Registration Automation of tax procedures and processes Streamline work permit 	Improved service delivery through e-Government	Technical assistance to develop tender documents to solicit	2016	MoCI, MFDP BIN MPW

<ul style="list-style-type: none"> Automation of issuance of construction permit Issuance of Visa on arrival and automation of residency permit Introduction of modern airport cargo and security scanning 		private sector participation in the design of an e-Government platform.		MoL LRA
a. Clear procedures for appeal and review				
<ul style="list-style-type: none"> Enhance appeal procedures for administrative processes in trade related MACs. Publish procedure on appropriate government websites and on trade portals. Publicize and ensure awareness of appeals procedures to the business community and the public. Post Customs appeal system on its official website, and publish outcomes of appeals 	Provide enhanced opportunities for businesses to seek redress and a platform to provide trade information to the public	Technical assistance for effective service delivery by the Appeal Unit	2017	LRA, MoH, MoA, MoCI
2. Sanitary and phytosanitary (SPS) and technical barrier to trade (TBT)				
2.1. Establishment of SPS Framework				
<ul style="list-style-type: none"> Enactment and implementation of: <ol style="list-style-type: none"> 1) Law on Sanitary & Phytosanitary Measures; 2) Livestock Policy; 3) Veterinary & Animal Disease Law. Adoption of SPS-related measures and procedures along international guidelines. 	Improved market access for agriculture producers in accordance with international standards	Technical assistance for the setting up of an SPS framework Capacity building for SPS technicians	2017	MoA, MoH, MoJ
2.2. First phase implementation of SPS infrastructure				
<ul style="list-style-type: none"> Strengthen and expand animal health and food safety laboratories Establish animal and plant quarantine stations at border posts 	Improved infrastructure for SPS.	Technical assistance for the establishment of the regional laboratories and quarantine stations at the border posts. Capacity building for SPS staff Funding to improve SPS infrastructure.	2017	MoA, MoH
2.3. Establishment of TBT Framework				
<ul style="list-style-type: none"> Enactment and implementation of: <ol style="list-style-type: none"> 1) Legislation on Technical Barriers to Trade; 2) National Standards Board Regulation (Accreditation of the National Standards Laboratory) 3) Verification Of Conformity; and 4) Code of Good Practice. 	Improved infrastructure for TBT	Technical assistance and funding to improve TBT infrastructure.	2017	MoCI, EPA, MoJ,

3. Trade Integration				
3.1. First phase of implementing ECOWAS Common External Tariff (CET)				
<ul style="list-style-type: none"> Adopt ECOWAS Common External Tariff (CET) and start implement the migration plan for CET alignment. 	Integration into regional customs territory.	Capacity building to facilitate migration to the CET	2017	MFDP
3.2. Duty-free, quota-free market access				
<ul style="list-style-type: none"> Develop and implement strategies to improve the utilization duty-free, quota free market access granted Liberian products. 	Making better use of available trade preference.	Technical assistance to utilize duty-free, quota free market access.	2016	MoCI, LCC, LRA
3.3 Facilitating intellectual property systems				
<ul style="list-style-type: none"> Capacity development of Intellectual Property System (IPS). Construction of new IP office Training of IP officers Anti-piracy framework 	Protection for creative works	Technical assistance and support to strengthen the IPS.	2017	MoCI, MoH, LRA
4. Economic Diversification				
4.1 Promote trade in services				
<ul style="list-style-type: none"> Establish services portal for all business regulations, and licensing procedures; Develop regulatory and institutional framework for distribution and insurance Adopt tourism policy that identifies and set out the main priorities and actions for Liberia's tourism industry. Conduct a Services Policy Review. 	Promote and facilitate trade in services.	Technical assistance for enhancing services trade	2016	MoCI, CBL, MICAT
4.2. Improve transparency of business environment				
<ul style="list-style-type: none"> Review and Implementation Changes to new Revenue Code and Investment Act in order to standardize the incentive regime for FDIs. Conduct investment policy review 	Attract and increase investments in Liberia.	Technical assistance to review and amend the revenue and investment codes as necessary. Technical assistance and funding to conduct investment policy review.	2016	NIC, MFDP, MLME, MoJ, MoCI
4.3. Infrastructure development to support economic diversification				
<ul style="list-style-type: none"> Operationalization of Monrovia Industrial Park 	Improved infrastructure to support investment in agro-processing, agro-storage, light manufacturing.	Technical assistance for making industrial park operational and doing a full-scale feasibility study, as well as, investment proposal for the industrial park.	2017	NIC, MoCI, MPW
5. Agricultural Value Chains				
5.1. Improve condition for outgrower schemes				

<ul style="list-style-type: none"> Develop model and secure financing for outgrower schemes for four major oil palm concessions 	Outgrower schemes operationalized	Development finance for oil palm out grower pilots at Golden Veroleum and Sime Darby.	2017	NBC, MoA, NIC, MFDP
5.2. Improve smallholder farmer productivity				
<ul style="list-style-type: none"> Provide targeted support (ideally also through private players like Rabobank) to cooperatives that operate in value chains where Liberia has a comparative advantage (cocoa, oil palm, rubber, cassava, fish, etc.) 	GoL extension services reactivated.	Technical assistance for establishing cooperatives for farmers. Reactivate GoL extension services and attract private investors who provide extension services.	2016	MoA, MoCI NIC
<ul style="list-style-type: none"> Attract new investors in cocoa, rubber compounding, rubber wood, oil palm processing and manufacturing; as well as agri-transport and rural energy providers (e.g. rubber & oil palm biomass) 	Increased export capacity	Technical assistance for investment promotion and facilitation and conduct feasibility studies.	2016	MoA, MoCI NIC

ANNEX 14: STRATEGIC PLAN 2013-2016

Strategic Objective	Strategies
Facilitating Jobs Creation through the Promotion of Industries including SME	
SO 01 Promote industry- focused value-chain and finalize and publish the National Export Strategy and Industrial Policy	<ul style="list-style-type: none"> • Present validated draft National Export Strategy to the EMT and cabinet for approval • Create industry-focused programs where MSMEs can network with large companies. Opportunities can serve to promote the environment for exports by MSMEs and inputs into the value chain for local industries • Support the establishment of Industrial Coordination Committee (ICC) • Adopt industrial standards and universal metric system nationally • Establish a standards board • Advocate for policies in support of local manufacturing • Establishments • Raise funding for WELD Liberia, Kumatsu training and Cassava Project targeting human resources development and placement of graduates in the industrial sector and value-addition in farming • Promote tariffs where strategic for the Liberianization policy Advocate for tourism as an export strategy • Conduct market analysis of 4 top sectors in Liberianization Policy • Create awareness programs targeting the National Industrial Policy (NIP) to stakeholders and interested parties by preparing leaflets, brochures, and radio talk shows • Create a web portal that captures profile data for industries • Publish industrial directory online • Publish trade data and essential commodity profile • Reactivate the Quality Standard Certification process
SO 02 Design, develop and implement a broad range of consumer-focused programs	<ul style="list-style-type: none"> • Improve administration of the BIVAC contract • Create product case studies for newsletter and a quarterly newsletter focused on MOCI activities and market information • Create a consumer hotline desk • Create a Standard Operating Procedure (SOP) for investigations into consumer complaints • Create consumer awareness campaigns focused on consumables and liquor regulation • Join Consumer Council International (CCI)
SO 03 Begin full operation of the National Standards Laboratory (NSL) to allow for services to public and private entities	<ul style="list-style-type: none"> • Resolve all issues of the West African Quality program • Initiate public and private services • Create a Public Private Partnership (PPP) • Create a marketing plan for service delivery • Work toward achieving the first or second phase for application for ISO accreditation • Create a quality management system in line with requirements of ISO 17025:2005 International Standards • Promote services of the NSL
Facilitating Jobs Creation through the Promotion of SMEs	
SO 04	<ul style="list-style-type: none"> • In collaboration with MSME Division, create a registration page targeting large, medium, and small businesses

<p>Improve systems, procedures and business processes for businesses at large, and enhance the Liberia Business Registry (LBR) to support an increase in business registration</p>	<ul style="list-style-type: none"> • Assess and evaluate the current structure of the LBR • Work with MSME Division to create a marketing strategy for business registration in the counties • Decentralize services of the LBR • Improve reporting of corruption in business registration process • Further reduce the time for registration of business • Integrate LBR customer feedback into consumer desk at the MOCI location • Train Inspectorate to increase business registration and provide other customer focused services • Create incentives for Inspectors that impact increase registration process • Create a program that allows free business registration for petty traders • Increase participation of LBR management in reform-focused projects [MCC, WTO, TFF] • Improve data collection and reporting of the LBR • Support the development of industrial parks to promote value addition • Creation of innovative programs to promote financial inclusiveness
<p>SO 05 Develop programs that directly or indirectly promote opportunities for the growth of MSMEs</p>	<ul style="list-style-type: none"> • Reorganize and expand the mandate of the MSME Division through the creation of the Bureau for Small Business Services • Create opportunities for access to market for small businesses through networking opportunities and value-chain focused opportunities • Increase the number of business registrations • Create a forum focused on the development of industry • Achieve 25% Government contracts awarded to MSMEs • Play an advocacy role for SMEs; including a change in tax rates and tax incentives for MSMEs, and ease of trade across the borders. • Perform a targeted outreach to banks and other organizations to partner on the identification of new ways to improve the financing environment • Administer activities for the Liberia Innovation Fund for Entrepreneurs (LIFE) and seek additional funding for its expansion
<p>Facilitating International Trade Among Liberia and Partners</p>	
<p>SO 06 Publish a Trade Policy</p>	<ul style="list-style-type: none"> • Formulate a National Trade Policy as the overall strategy document • Automate Licenses (IPD + EPD) in ASYCUDA • Reform of the Administrative and legal frameworks (Import & Export Permits) • Finalize through stakeholder consultations, enact and implement draft of Intellectual Property, Foreign Trade and Competition Laws

SO 07 Improve Liberia's market access by integrating into the multilateral trading system	<ul style="list-style-type: none"> • Develop a WTO accession strategy to proceed to the 2nd working party meeting. Put on the agenda for the Cabinet EMT and Legislature. • Implement the ECOWAS Trade Liberalization Scheme/CET • Promote the benefits of Mano River Union Trade Protocol • Promote EU "Everything but Arms" & China "95% Duty Free Tariff Free" and AGOA programs
SO 08 Design and implement an integrated industrial property and copyright agency supervised by the ministry	<ul style="list-style-type: none"> • Finalize and pass enabling legislation (the draft Intellectual Property Act) • Agree on organizational structure and staffing of the IP office • Co-location of IP offices to a single site in the new MOCI offices • Merge Boards of the Copyright office and Industrial Property office • Create one operational work plan for the integrated Intellectual Property Office. • Issue brand registrations and track revenue adequately • Ratify the intellectual property draft law
Capacity & Organizational Development of the Ministry for Improved Performance	
SO 09 Facilitate external partnership to support Ministry of Commerce and Industry objectives	<ul style="list-style-type: none"> • Establish the Donor Coordination Steering Committee • Establish the Sector Technical Coordination Committee • Distribute strategic plan amongst donors to secure donor interest for long-term donor support for areas of the 3-year plan • Secure funding from Enhanced Integrated Framework (EIF) of the World Trade Organization (WTO) for establishment of Single Project Implementation Units (SPIU) • Establish Single Project Implementation Unit (SPIU) to coordinate all projects and enhance MOCI capacity
SO 10 To introduce and operate a program to upgrade management skills through rebranding reform agenda	<ul style="list-style-type: none"> • Deputy Minister for Industry and Inspector General Appointed • Deputy Minister and Assistant Minister for Small Business Services Appointed • Reorganize the Bureaus of Administration and Commerce and Industry • Evaluate existing Directors in a preliminary exercise and make decisions on appointments of Directors in the new MoCI Structure • Facilitate management training opportunities for Directors and all political appointees • Facilitate knowledge sharing activities through "Brown Bag" learning series
SO 11 Write, approve and implement a comprehensive communication strategy	<ul style="list-style-type: none"> • Promote MoCI rebranding reform agenda • Develop and promote internal services for production of informational materials for public consumption • Provide professional communications support to internal ministry • Support to SMT for preparing communications materials targeted at legislature • Support to the DMA for preparing communications materials targeted at internal staff • Support delivery of communication activities outlined in strategic objectives

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