

Annex A: Full Action Matrix
(priority actions in bold italics)

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
Macroeconomic policy				
Move forward with tax policy and administration reforms	Implement the tax reforms: i) reduce corporate income tax rate and highest marginal personal income tax rate to 30%; ii) raise GST to 10% by 2010; iii) establish headquarters in charge of policy formulation and field offices for implementation; iv) further reduce tax exemptions by strictly applying LRC; v) reduce Minimum Turnover Tax to 1.5% on firms with turnover less than LD 5 million.	3 years Cost uncertain	MoF	Tax reforms implemented via laws or executive orders; reforms are understood by stakeholders
<i>Resolve domestic debt situation</i>	<i>Develop mechanisms for the treatment of contestable and rejected claims and conclude agreements with the commercial banks on restructuring the debt owed to them</i>	<i>1 year, No cost</i>	<i>MoF</i>	<i>Mechanisms in place and agreements signed</i>
Manage dual currencies	Monitor the evolution of the money supply and promote use of Liberian dollar without regulatory interventions	5 years, No cost	CBL	Exchange rate remains stable; demand for LD increasing
Financial Services				
<i>Improve understanding of the finance sector</i>	<i>Undertake detailed financial sector assessment to identify the major constraints, its internal organization, and options for development</i>	<i>1 year, \$100k</i>	<i>CBL, MoF</i>	<i>Study completed and report with detailed recommendations issued</i>
<i>Strengthen micro-finance and non-bank financial in-</i>	<i>Pass a separate microfinance law or amend the existing New Financial Institutions Act of 1999; ensure legislation is in place for establishment of microfinance banks</i>	<i>1 year, No cost</i>	<i>CBL, Parliament</i>	<i>Legislation passed</i>

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
<i>stitutions</i>	Review legal structure for NBFIs to ensure proper regulation that protects deposits and avoids unfair competition	2 years, \$50k	CBL	Report with detailed recommendations issued
	<i>Strengthen the capacity of the CBL to extend its supervisory and regulatory operations to microfinance and other non-bank financial institutions</i>	<i>2 years, \$100k</i>	<i>CBL</i>	<i>Capacity strengthened</i>
<i>Strengthen commercial banks</i>	<i>Pass legislation to define better legal procedures for loan recovery and enforcement of loans regarding collateral.</i>	<i>1 year, \$30k</i>	<i>CBL, MoJ, Parliament</i>	<i>Legislation passed</i>
	Invite Liberian citizens, outside banks, etc. to participate in equity capital of commercial banks. Raise their required capital adequacy ratio to level necessary for the riskier loans needed for broad-based Liberian development	1 year No cost	CBL	Capital position of commercial banks strengthened
	Move towards settlement of all non-performing loans, including past debts and arrears of the government.	1 year, \$50k	CBL	All non-performing loans fully settled
Improve services	Encourage the establishment of branches of international and regional banks consistent with the capacity of the CBL to supervise and regulate the banking system	3 years, no cost	CBL	Branches of international and regional banks established in Liberia
<i>Implement Financial Inclusion Strategy</i>	<i>Implement The Liberian Strategy for Financial Inclusion (2008-2012)</i>	<i>4 years, Cost uncertain</i>	<i>CBL, MFIs commercial banks</i>	<i>Strategy implemented</i>

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
Investment Climate				
<i>Improve road access to the interior</i>	<i>Rehabilitate and rebuild rural road network giving priority to regions with major smallholder tree crop activity</i>	<i>5 years, > \$50m.</i>	<i>MPW</i>	<i>Number of miles of road built and usable in rainy season</i>
<i>Rehabilitate Port of Monrovia</i>	<i>Prepare for PPP, as per December 2007 MoU</i>	<i>3 years > \$5m.</i>	<i>MoF; NPA</i>	<i>PPP contract or contracts signed</i>
<i>Improve land tenure conditions for investors</i>	<i>Set up Land Commission, with an initial focus on fast-track approaches providing sufficient security of tenure to promote investment in tree crops</i>	<i>3 years <\$1 m.</i>	<i>MoF, Justice, Cabinet</i>	<i>Land Commission established</i>
	Begin public debate on discriminatory land tenure provisions of Constitution	5 years \$0.1 m.	Cabinet	Press coverage of active debate Date set by Cabinet for decision on Amendment[s]
Develop supply of serviced industrial land	Establish infrastructure for first new industrial estate, to be privately managed	5 years \$ 5-10m	MCI	First industrial estate up and running, with first tenants established
<i>Reduce administrative barriers</i>	<i>Continue IFC Investment climate project</i>	<i>3 years funded</i>	<i>MCI</i>	<i>Annual Doing Business Survey shows major improvements</i>
Improve debt recovery	Undertake major review of debt recovery and debt court system	5 years \$3-5m	MoJ	Doing Business Survey shows improved performance
Improve electricity supply	Let first major PPP contract, for greater Monrovia, with IFC as advisor	3 years \$1-3m	LEC	PPP contract let
Improve water supply	Begin re-establishment of public water supply to some of greater Monrovia	5 years Funded	LWSC	Mains supply re-established to some areas
Improve internet access	Set up improved data links within greater Monrovia	5 years \$10-30m?	LTC	Fast, reliable, competitively-priced internet access comes on stream in some areas
Improve Investment Code	Draft Investment Code presented to Parliament	1 year none	Office of President	Code approved by Parliament
Improve Revenue	Consider further improvements in the amendment currently before	1 year	Office of	Revised amendment approved

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
Code	Parliament	\$0.1 m.	President	by Parliament
Improve performance of NIC	Re-establish NIC as semi-autonomous agency, with mixed public/private board	5 years <\$0.5m	Office of President	NIC re-established
Customs and Trade Facilitation				
<i>Make immediate reductions in the cost of importing</i>	<i>Reduce fees for special services and PSI, eliminate PSI for essential goods and use DI, reduce security apparatus at the port, reduce number of signatures for IPDs and eventually eliminate document</i>	<i>1 year No cost</i>	<i>MoF, NPA, NBI, MNS, Coast Guard</i>	<i>Fees rationalized, 2 security agencies operating at the port, IPDs eliminated</i>
<i>Simplify export procedures</i>	<i>Remove MoF Excise Tax Division and Bureau of Concessions from export declaration process; confine export clearance functions to Customs at the port; eliminate EPDs</i>	<i>1 year No cost</i>	<i>MoF</i>	<i>Export clearance process takes less time</i>
<i>Undertake major reform of customs</i>	<i>Automate customs clearance by implementing ASYCUDA</i>	<i>2 years \$2.5m</i>	<i>MoF</i>	<i>ASYCUDA operational and used</i>
	Improve collaboration between agencies; delegate more responsibilities to Customs; create a one-stop shop	2 yrs	MoF, MCI, MoH, MoA	One-stop shop in place
	<i>Adopt Single Administrative Document based on ECOWAS model, to be employed by all relevant agencies</i>	<i>2-3 years \$100k</i>	<i>MoF</i>	<i>SAD adopted</i>
	Introduce risk management by all border agencies	3-4 years	MoF, Customs	Number of inspections falling while revenues rising.
Agriculture				
<i>Establish efficient value chains</i>	<i>For each of the value chains (rubber, oil palm and cocoa): i) Preparation of an operational development strategy; and ii) Implementation of medium-term action plan</i>	<i>1 year \$150k; 2-5 years (cost tbd)</i>	<i>MoA, MoF, MCI, stakeholders</i>	<i>Operational strategy and medium-term development programs approved by main stakeholders & Government</i>
	<i>Establish three permanent stakeholder (“Inter-professional”) bodies.</i>	<i>1 year, \$50k</i>	<i>MoA, Stakeholders</i>	<i>Stakeholder body established with clear mandate, statutes and operational policies.</i>
<i>Establish legal and</i>	<i>Comprehensive review of laws and regulations on: (i) introduc-</i>	<i>2 years,</i>	<i>MoA, MoF,</i>	<i>Legal and regulatory frame-</i>

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
<i>regulatory framework.</i>	<i>tion of new genetic material; (ii) grades and standards; (iii) SPS policies and traceability; (iv) farmers associations, (v) exit and entry of new operators; and (vi) export requirements</i>	<i>\$100k</i>	<i>MCI, MoH</i>	<i>work overhauled</i>
Improve access to market information	Establish an agricultural price information system (in particular for cocoa)	1-5 years, \$500k	MoA, MCI	Agricultural price information system operational in all districts
Strengthen producer associations	Develop strategy and program for facilitating the establishment and activities of grass-root producer associations	5 years, \$100k	MoA	Producer associations active, competitive in all 3 value chains
Improve access to credit	Design and implement a pilot inventory credit operation;	2 years, \$100k	MoA, MoF	Pilot scheme operational
	Support the development of rural financial institutions.	5 years, cost tbd.		Extension of the rural outreach of financial institutions
<i>Provide small-holders with improved planting material</i>	<i>Mobilize industrial estates and specific development projects such as the STCP; Implement “smart subsidy schemes” including: (i) an efficient targeting mechanism; (ii) an exit strategy for transferring service delivery to private operators; and (iii) a reliable and equitable funding mechanism.</i>	<i>5 years, \$100k</i>	<i>MoA, estates; stakeholder bodies</i>	<i>Mechanisms/schemes operational</i>
Promote private input supply	Prepare strategy for the production of foundation genetic material, and commercial multiplication and distribution systems.	5 years, \$100k	MoA, estates; stakeholders	Program launched
Prevent importation of disease	Conduct review of the existing phytosanitary policy and genetic material import system, and make recommendations for reform.	1 year, \$50k	MoA, MCI, MoH	New legislation/regulation enacted and implemented
Re-building of the National research system	Prepare and implement a program for rebuilding the national agricultural research system, based on partnerships with users (producers, processors), other research centers and regional networks	5 years, \$200K to prepare	MoA, MoSR, stakeholder bodies	New research system able to generate well suited technologies
Cocoa				

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
<i>Establish new regulatory agency</i>	<i>i) Review options for responsibilities and institutional structure of new regulatory agency; ii) Undertake audit of LPMC and liquidate it; iii) Establish new, efficient regulatory agency.</i>	<i>1-2 years, \$150k</i>	<i>MoA, MoF, MCI</i>	<i>LPMC liquidated; New regulatory agency established and operational</i>
<i>Create competitive and efficient marketing channels</i>	<i>Establish a “best practice channel” through buying stations up-country to purchase cocoa at a price reflecting quality and marketing costs; Assist cocoa traders and exporters to access market information and finance, and invest in infrastructure.</i>	<i>1-5 years, \$2.5m.</i>	<i>MoA, stakeholder body</i>	<i>Best practice/fair trade channel operational; Program launched</i>
Rehabilitate and extend existing smallholders plantations	Improve cocoa yields through: i) Implementation of a training program for farmer groups in proper replanting, husbandry techniques and cocoa pest control; ii) Promoting high yielding hybrid varieties through clonal seed gardens and private nurseries.	5 years, \$1 m.	MOA, stakeholder bodies	Extension programs implemented; Clonal gardens and private nurseries established and operational
Improve quality	Improve cocoa quality through i) Aligning grades and standards to international practices; ii) Implementing training program for farmers for proper fermentation and drying, pest control and post-harvest treatment of cocoa	5 years, \$2.5 m.	MOA, stakeholder bodies	New grades and standards enacted; Techniques adopted
<i>Oil palm and Rubber</i>				
<i>Develop industrial estates and out-grower schemes</i>	<i>i) Design a new, best practice “Concession Policy”, addressing economic, social and environmental issues; ii) Review existing concessions to align them with new policy, iii) Design a contract farming policy (access to inputs and services, pricing).</i>	<i>2 years, \$250k</i>	<i>MoA, MoF, MoJ</i>	<i>New concession policy adopted; All concessions renegotiated and aligned with new policy; contract farming arrangements signed with 75% of estates</i>
<i>Privatize existing State-owned oil palm plantations</i>	<i>Technical, financial and social audit of existing state-owned plantations; Preparation of detailed bidding documents for privatization of plantations; Implementation of transparent bidding process.</i>	<i>2 years, \$400k</i>	<i>MoA, MoF, MoJ</i>	<i>State-owned plantations privatized</i>

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
Support value added	Design of produce trade/export policy conducive to local processing/value added.	1 year, \$30k	MoA, MoF	New trade/export policy enacted
Promote oil palm processing	Review of small-scale oil-palm mills available on world market; Design and implement a program with importers, traders, and financial institutions to make these available within Liberia	5 years, \$100k to prepare	MoA, MCI	Substantial private investments in efficient oil palm processing equipment and extraction ratio at industry standards
<i>Rehabilitate and extend existing small-holder plantations</i>	<i>Agreement with industrial estates (and inclusion in concession agreements) for the provision of planting material and agricultural advice to smallholders; Implement training courses for farmer groups (FFS) in rubber oil palm rehabilitation.</i>	<i>5 years, \$300k</i>	<i>MoA, estates</i>	<i>Agreement with estates reached and mechanism operational; Training programs implemented and techniques adopted.</i>
Mining				
Promote exploration activities	Collect, organize and disseminate geological information to large and small-scale miners	5 years, >\$10m.	MLME	Reliable geological data readily available
<i>Improve legal and regulatory framework</i>	<i>Revise mining law and develop mining sub-chapter of Revenue Code, develop mining regulations, harmonize laws with other legislation, adopt model MDA,</i>	<i>2 years, >\$600k</i>	<i>MLME, MoF, parliament</i>	<i>Clear set of consistent laws available for all interested parties</i>
Improve fiscal impact and transparency	Develop large taxpayers unit to carry out technical audit of extractive industries, link fees into tax payment system, implement and expand EITI	2 years, >\$1 m.	MLME, MoF	Revenues increasing, information publicly available
<i>Ensure equitable sharing of benefits</i>	<i>Develop mechanisms for sharing financial benefits with local communities, while minimizing and compensating for negative social and environmental impacts; promote regular consultation</i>	<i>2 years, \$500k</i>	<i>MLME</i>	<i>No major tensions between large mines and communities</i>
<i>Support small-scale mining</i>	<i>Formalize illegal mining, create mining cooperatives, introduce more efficient technologies, provide social programs</i>	<i>5 years, >\$5m.</i>	<i>MLME</i>	<i>Small-scale miners enjoying higher living standards</i>

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
Wood Industry				
<i>Develop strategies and incentives to promote value-added</i>	<i>Re-write Chapter 13, Section 13.3 of National Forestry Reform Law on Processing of Timber Products; Build into Law decreasing export taxes with degree of processing.</i>	<i>1 year, \$20K</i>	<i>FDA, MoA, MoJ, MoF, NIC</i>	<i>Incentives for investors clearly set out; no disputes on definitions and associated regulations.</i>
	<i>Draft Forestry Processing Strategy with Roadmap of quantitative targets for value-added products for 5, 10, 15 yrs.</i>	<i>1 year, \$60K</i>	<i>FDA, NIC, LTA, MPEA</i>	<i>Strategy published; vision is understood by stakeholders.</i>
<i>Promote value added quick wins</i>	<i>Adopt ATIBT grading rules on all logs for exports and later processing.</i>	<i>1 year, \$200K</i>	<i>FDA</i>	<i>Percentage of log harvest graded.</i>
	<i>Strike a deal between FDA & NPA on abandoned ekki logs in Buchanan Port and study feasibility of a sawmill to produce railway sleepers.</i>	<i>1 year, \$160K</i>	<i>FDA, NPA, MLME</i>	<i>Feasibility and agreement established.</i>
Improve industry and market knowledge base	Study West African profitability of log exports, sawn timber and its remanufactures, furniture components. Taxes and fees set on the basis of economic returns.	2 years, \$80K	FDA, MPEA, MoF	Study completed; taxes and fees adjusted according to results of study.
	Conduct survey of the regional West African, Maghreb and South African markets for value-added wood products	1 year, \$80K	FDA, NIC	Potential buyers identified and sales contacts initiated.
	Establish a network with market information providers and timber laboratories on lesser-used tropical timbers to take stock of promotional work and results achieved.	1 year, \$40K	FDA, NIC, MoF	Number of LUS species referenced with testing, end-use study, promotion.
	Conduct market research for identified Liberian value-added wood products that would be exported to the major overseas markets (Asia, Europe, US).	1 year, \$50K	FDA, MoC, LTA	Number of potential buyers and importers identified; Number of sales contacts initiated.
Improve skills of foresters	Enroll Liberian foresters in ATIBT log grader diploma courses.	1 year, \$16K	FDA, ATIBT	Increased number of Liberian certified log graders.
	Enroll Liberian foresters/engineers into EIA training abroad or with EPA (Environmental Protection Agency)	1 year, \$30K	EPA; FDA	Number of Liberian EIA inspectors increased.

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
	Support the College of Agriculture & Forestry at the University of Liberia; strengthen the UofL Fendall Campus; rehabilitate FTI.	4 years, \$340K	FDA, MoE, educational institutions	Forestry college system and higher education brought back into operation.
Increase availability of skilled labor	Restore a wood industry training facility and develop a modernized training curriculum driven by industry needs.	1 year, \$160K	MoE, MoL, FDA, LTA	Number of operators and skilled laborers increased; skills up-graded.
Improve marketing	Organize 3-4 day marketing courses for company sales staff & managers with exercises pertaining to their priorities in marketing.	2 years, \$15K	LTA, ALL	Number of sales staff & managers attended the courses.
<i>Protect and develop use of NTFP</i>	<i>Conduct study of NTFP potential and formulate policies to ensure their sustainable development; create NTFP unit in FDA</i>	<i>2 years, \$50k</i>	<i>FDA</i>	<i>Study completed; unit established</i>
Fisheries				
Raise profile of fisheries sector	Allocate dedicated budget for BNF; Mention fisheries in Liberia Revenue Code	1 year, no cost	MoF, MoA	Separate budget line for fisheries, code amended
Improve sector governance and management	Finalize and adopt sector policy, new Act and regulations	1 year, no cost	FAO, MoA, BNF	Policy, Act and regulations adopted
	Ratify UNCLOS, baseline survey and deposition of charts on EEZ, territorial sea etc with UN	1 year, \$65k	MoFA	UNCLOS ratified
	Institutional assessment and planning for BNF, including review of institutional relationship to MoA	1 year, \$50k	MoA/BNF	Institutional assessment completed
	Prepare research strategy and its implementation	1 year, \$35k	CARI, BNF	Strategy in place
<i>Prepare to negotiate a Fisheries Partnership Agreement</i>	<i>Conduct study tour to other African countries with FPAs to learn lessons; prepare action plan for negotiations and implementation</i>	<i>1 year, \$15k</i>	<i>BNF, MoA, MoF, MFA</i>	<i>Study tour completed; action plan in place</i>
<i>Reduce illegal, unregulated and unreported (IUU) fish-</i>	<i>Conduct due diligence on MP&R proposal and, if cleared, prepare MoU specifying activities, reporting requirements, and transparency for revenue generated from fines; otherwise inves-</i>	<i>1 year, \$15k</i>	<i>MoA, BNF, MFA, MoD, MoJ</i>	<i>MoU/agreement signed with MP&R, or UNMIL</i>

OBJECTIVE	ACTION TO BE UNDERTAKEN	TIMING & COST (US\$)	PARTY RESPONSIBLE	PERFORMANCE INDICATORS
<i>ing</i>	<i>tigate potential for UNMIL to conduct MCS activities.</i>			
	<i>Train Coastguard and fisheries inspectors/observers to operate from coastguard marine platforms or fishing vessels in the future</i>	<i>2-3 years, \$100k</i>	<i>MoD, BNF, MoA</i>	<i>Coast Guard performing effective MCS</i>
	<i>Specify and implement: i) Operating Procedures for marine and shore-based inspections, inspection protocols, duties of observers and inspectors; ii) MoUs between BNF, MoD/Coastguard and other parties for patrol activities; with reference targets for fisheries surveillance and boardings, and aerial surveillance if funds available; iii) VMS system and operations, and subsequent training and capacity development</i>	<i>2-5 years, \$350k</i>	<i>MoD, BNF, MoA</i>	<i>Procedures and protocols defined; MoUs signed; VMS system operational</i>
	Sign FAO Compliance Agreement	2 years, no cost	MoFA, BNF	FAO records
	Join the Sub-Regional Fisheries Commission (SRFC) and engage in other regional coordination on IUU fishing and MCS activities	1 year, \$50k	MoFA, BNF, CSRP, SRFC	BNF active member in SRFC
Build local capacity	Establish CBMOs in small-scale fisheries, with legislative backing, and develop Community Fisheries Centers (CFC) run by CBMOs; develop mechanisms for reporting of IUU fishing	5 years, >\$3m.	BNF, LMTI, MCS operators	Several CBMOs and CFCs active
Promote value added activity	<i>Agree on Competent Authority, enact legislation, train relevant staff and private sector stakeholders on best practices and potential for improved quality and health and hygiene conditions</i>	<i>1 year, \$100k</i>	<i>MoA, MCI, MHSA, EU SFP project</i>	<i>CA established; fish exports meeting EU standards</i>
	Study viability of small-scale boat building and outboard engine business, and mechanisms for training/recruiting boat builders	1 year, \$25k	BNF	Feasibility study done
	Construct a dedicated industrial fishing harbor	4 years, cost tbd.	BNF	Project preparation documentation
	Upgrade airport to provide for export of fresh fish by air	5 years, cost tbd	CAA/BNF	Meeting notes/agreements