

Box 3.5.1 GEMAP

In September 2005 the Liberian transitional government and nine international partners, including the UN, World Bank, European Commission, and International Monetary Fund (IMF) adopted the Governance and Economic Management Assistance Program (GEMAP). In May 2006 the Best Practices Section of the UN Department of Peacekeeping Operations and the Fragile States Group of the World Bank conducted a review of this innovative program, with a view toward drawing lessons learned.

GEMAP is a response to mismanagement of public finances in postconflict Liberia and the threat it represented to the peace process there. Conceived and initiated by international donors, it was based on a shared diagnosis of Liberia's problems and an analysis of options on how to deal with those problems. GEMAP represents a robust intervention in Liberia's economic governance and, as such, was controversial when initiated. Its

key features are the provision of international experts with cosignature authority and management contracts in selected ministries and state-owned enterprises; authoritative oversight mechanisms; and linkages to the peace implementation process and to UN Security Council sanctions.

The principal findings of the UN/World Bank review are as follows:

- Robust economic interventions are highly political and should be approached as such.
- Empirical data can be a useful way of building a united international approach to postconflict economic governance.
- Careful analysis should be given to the motivations of national authorities in the crafting of incentives and threats, including economic sanctions on individuals.
- An inclusive stance with stakeholders highlights the role of civil society, both in building national constituencies of

support and in securing regional and international backing.

- Communication strategies should emphasize the program's goal of restoring sovereign authority, not undermining it.
- A basic level of security is important in any postconflict transition process.
- The initiation and planning of a robust intervention should address implementation of the program in order to enable timely operationalization.

The authors of the study do not make a straightforward recommendation that GEMAP ought to be seen as a model for elsewhere, but they do suggest that it highlights the significance of economic governance in postconflict transitions and offers some insights on how to address the matter.

Source: Renata Dwan and Laura Bailey, "Liberia's Governance and Economic Management Assistance Programme (GEMAP)," UN Department of Peacekeeping Operations and World Bank, May 2006, <http://www.un.org/Depts/dpko/lessons>.