

Fragile States



Experience in Fragile States



Overview of The Louis Berger Group

The Louis Berger Group (LBG) is familiar with the complex challenges of working with, and in, fragile states, vulnerable states, and those in crisis. For more than 20 years LBG has undertaken projects that address the sources and consequences of political and economic fragility. We have developed the specialized knowledge and experience to effectively implement complex, multi-disciplinary and multi-year activities, focused on rapid mobilization and tailoring unique responses within local contexts. LBG's background and worldwide presence brings the following expertise to (*representative projects listed in alphabetical order*):

Rehabilitation & Reconstruction of War-damaged Infrastructure

- Community-based infrastructure
- Promoting return of internally displaced people

Job Creation/Vocational Education

- Trade/investment, privatization
- Training, capacity building
- Targeted commodity expansion and small infrastructure works

Democracy & Governance

- Support to civil society/local NGOs
- Capacity-building
- Increasing transparency

Demobilization & Reintegration of Combatants

- Community-based reconciliation
- "Arms to Farms" programs

Re-establishing Basic Government Services

- Institutional strengthening
- Policy reform initiatives



Since 2002, LBG has worked with USAID to manage the reconstruction of more than 1,600 km of roads throughout Afghanistan.



A USAID program to manage the logistics of and educate the public about instituting a new currency in Kabul employed approximately 2,500 Afghan staff.

Rehabilitation & Reconstruction of Infrastructure

1 Afghanistan Infrastructure & Rehabilitation Program (AIRP), USAID

For USAID, LBG provides technical assistance and infrastructure work, including repair, renovation, modification, new construction, design, and institutional capacity building for transport and hydropower projects. The \$1.4 billion AIRP was awarded after LBG successfully completed a similar \$730 million program, which was one of USAID's Top 3 Interventions in its *Fragile States Strategy*. The programs maximize use of local materials and labor.

2 Sudan Infrastructure Services Program, USAID

LBG is program manager for a USAID-funded \$700 million integrated redevelopment program to support the Government of Southern Sudan (GoSS), the Sudanese people, and the private sector in developing sustainable infrastructure to support the implementation of Sudan's Comprehensive Peace Agreement. Based in South Sudan's capital city, Juba, LBG provides a full range of infrastructure development, technical assistance, and procurement support services to USAID. The transportation component includes the reconstruction of the 192-km Juba to Nimule Road, a critical link with trading partners in Kenya and Uganda.



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Job Creation/Vocational Education

3 Iraq Izdihar/Tijara, USAID

LBG has been working with USAID, the Iraqi government, and private sector since 2004 to generate business expansion and spur sustainable private sector-led economic growth and employment. The two consecutive programs work with the local Government of Iraq and local partners to develop Iraqi communities through services that stimulate businesses and promote greater access to loans and other financial services.

4 Iraq Vocational Training and Employment Services Project, USAID

This USAID program provided broad-scale work force development, including training to 12,000 Iraqis in Baghdad alone. LBG worked with the Ministry of Labor and Social affairs to establish six vocational and technical training centers and 18 Employment Services Centers.

5 The Philippines, Growth with Equity in Mindanao (GEM), USAID

LBG is working with USAID to consolidate peace and economic transformation in Mindanao by working to increase farmers' income and reduce rural poverty, creating thousands of jobs in aquaculture, mariculture, and fruit and vegetable farming. GEM's workforce component prepares local students with the necessary skills for productive employment.

Democracy & Governance

6 Iraq National Capacity Development Program, USAID

LBG, through USAID, is assisting the Government of Iraq in improving the effectiveness and transparency of its operations, management, and policy process. To date, LBG has provided training to 28,000 civil servants.



With USAID Philippines, LBG is undertaking 1,000 small-scale infrastructure projects and 15 to 20 high-visibility projects that will impact market access, business development, and delivery of social services.



Restoring the Juba to Nimule road is a critical component of a USAID Sudan program to repatriate refugees into Southern Sudan.

7 Nigeria Initiative—Political Transition Assistance, USAID's Office of Transition Initiatives

For USAID's Office of Transition Initiatives, LBG administered civil society activities as Nigeria moved from military rule to a democratically-elected, civilian-led government by providing grant management services and developing grant monitoring software.

Demobilization & Reintegration of Combatants

8 Mindanao—Livelihood Enhancement and Peace Programs, USAID

This "arms to farms" USAID program, managed by LBG, demobilized combatants using a private-sector-focused, agricultural-based model, which generated more than \$700 million in investment commitments and reintegrated more than 28,000 former combatants into productive farming and non-farm enterprises.

Re-establishment of Basic Government Services

9 Currency Conversion in Afghanistan, USAID

For USAID, LBG assisted the Afghanistan Transitional Authority, through the Central Bank of Afghanistan, the Ministry of Finance and the Payments Task Force to help initiate and manage the issuance of new Afghan currency. LBG provided technical, logistical, and strategic support, including a public information campaign to encourage acceptance of the new currency in Kabul and regional staging centers from which the new currency was distributed.

10 Long Term Economic Advisor to The Prime Minister of Timor Leste, East Timor, USAID

LBG provided capacity building through USAID to the Office of the Prime Minister in macroeconomic policy development and legislation to promote a transparent and efficient market economy.

