

REPUBLIC OF LIBERIA

## NATIONAL REPORT FOR HABITAT II

A Preparatory process for the "City Summit" in Istanbul, Turkey  
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Submitted to:

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## The preamble:

The preparatory Committee for the United Nations Conference on Human Settlements (Habitat II) have requested each member state of the United Nations to prepare and submit to its Secretariat based in Nairobi, Kenya, a National Report encompassing its national Plan of action outlining strategies/policies, objectives, and programmed activities to be carried out over a five-year period (1996-2000).

This is part of the preparatory processes to enable national governments participate in the formulation of a global plan of action which will guide the development and management of cities, worldwide, in a rapidly urbanizing world. The forthcoming "city summit" conference to be held in Istanbul, Turkey in June, 1996, will provide the forum for this action.

This report has been prepared in response to the above request. For Liberia, a country that has undergone considerable destruction (and still continues to) in all spheres, the Habitat II program provides the opportunity to develop a comprehensive action-oriented agenda for sustained reconstruction, and the transition to development. Furthermore, the emphasis of the program on broad-based participation, particularly of the community sector, will help to bridge the gap between the people (as beneficiaries), and the government (as the doing authority), thereby improving the interaction between these two entities.

Liberia is very much in need of such an initiative. As the search for peace continues, and the people yearn for a return to normalcy, the process of dialogue reflecting political concerns, will no doubt mirror the anxieties for socio-economic development. If the pre-war urbanization problem of Liberia had been said to be "... the problem of Monrovia...", then much is already known about the problem of urbanization in Liberia, and indeed if such a problem exists in Liberia. But more than anything else, it tells about the efficacy (or the lack of it) of past policies for the development of human settlements in Liberia.

This report has been prepared amidst great difficulty, due to inadequate financial and logistical resources. Its presentation represents the expressed political will to begin a concerted effort to revisit the past, in an effort to diagnose and correct some of the root causes of the crisis. The consultative processes were not as exhaustive, nor was participation as diverse as we would have wanted, but under the existing conditions, it could be said that the effort made has been more than satisfactory.

## Part A. Introduction

### 1. The Process

A general meeting was held to discuss and determine the role, responsibilities and duties of the committee as a whole, and its constituent NPA program sub-committees in relation to the tasks to be carried out in the preparation of a national agenda for the Habitat II Program.

Relevant program implementation documentation received from UNCHS/Habitat were disseminated to all NPA Program Subcommittees. Briefings and guides were also provided (through discussions and other documentations) on the methodological approach to follow in the action and integrated planning processes. Articulating the case of Liberia, as the basis for formulation of the document was stressed, in the context of the need for post war reconstruction.

Due to the prevailing strenuous conditions, the intent to further broaden the consultative process to include the participation of non-committee members could not be carried out. Consequently, the process was limited to a series of meetings and work sessions between the Secretariat and key human settlements governmental and non-governmental agencies; amongst the NPA sub-committees; and collectively between the Secretariat and NPA sub-committees.

During each NPA subcommittee's meetings/work sessions interests/issues of the members were expressed, and consensus reached with regards the identification of the key problem areas; the appropriate remedies (in terms of action) to be taken, how they are to be taken, and then prioritized. These information were documented, endorsed by the members, and submitted to the Secretariat as its report. At subsequent regular general committee meetings/work sessions, submitted NPA subcommittee reports were presented, discussed, and incorporated into the action plan and related activities programming.

Reconstruction program/project proposals which had been formulated during the Second UNCHS (Habitat) Mission to Liberia in 1995, in conjunction with the National Human Settlements Reconstruction Task Force (NHSRTF), were then analyzed and evaluated against the background of their ability to address the action plan needs as per the stated NPA program problems and objectives. A consensus was reached by all subcommittees on this issue.

The Action Plan was discussed at each stage of its evolution by the committee. Though the working documents submitted by the sub-committees advanced specific action plan objectives and activities of their own, the committee discussion forums provided the opportunities to rationalize the need to collate the ideas advanced, into a cohesive body of ideas capable of tackling the sub-program issues all at once, and in an integrated way.

Consequently, all agreed that the sub-program issues raised interlocking concerns which create operational inter-dependencies, and therefore the need for coordinated and consistent actions. But first, at the fundamental level, it was appreciated that the idea of shelter delivery (whether for reconstruction or beyond) cannot be favorably assessed out of the context of sustainable human settlements; nor can the latter be done out of the context of sustainable development. Hence the issue of the need to develop the capacity to institute the proper co-ordinated mechanisms to ensure the maximum but prudent use of resources for reconstruction, and beyond. In this scenario, the concerns of all actors-the government, private and community sectors-would have to be harmonized.

All therefore agreed that facilitating capacity building (through training, workshops, seminars, etc.) and appropriate institutional arrangements (to support inter-sectoral planning initiatives) will enable the active participation of all actors, and should therefore be treated as priority. Broad-based participation (especially including the community sector) was also prioritized, against the need to mobilize all available local resources to ensure sustainable reconstruction, evidenced by the zeal shown in the proliferation and consolidation of local NGOs and CBOs in relief activities.

The overall rationale for the Action Plan is that notwithstanding the dire need for post-war reconstruction, priority should be placed on the formulation of an operational strategy framework which will yield brisk results in the short term for reconstruction, whilst preparing the foundation for sustainable reconstruction, human settlements management, and economic recovery, in the medium to long term.

2. The participants: See Appendix 1.

Part B. Assessment and priorities:

1. The broader setting:

The decades of the 1980's and 1990's saw the emergence of unsettling economic, social and political developments, globally. These developments necessitated the need for reflection, in terms of how man has conditioned the relationship between himself and the earth, especially with regards exploitation of its resources for his survival.

For the developing countries, especially those in Africa, these developments have at their worst, resulted in a vicious cycle of persistent underdevelopment trends and their causes. The globalization of the world's economic system has contributed to this situation, in so far as imbalances in trading and investment practices, technology transfer, and related activities, have marginalized African countries' capacities to compete. But also, the inheritance from the developed world of the modes of measuring progress mainly in economic terms, it could be said, lead to the misallocation of scarce resources (through the employment of poor development strategies) for national development by African governments, thereby compounding problem. These factors have combined to lead to the widening of the gap between the rich north and the poor south, further aggravating an already worsened situation. Civil disturbances, ethnic clashes, and catastrophic social conditions now manifest the symptoms of these causes.

Consequently, it could be said with conviction, that the world's economic system has not been operated on a sustainable development basis. And with this, there now exists a global threat to the environment, and man's very survival.

The symbiotic relationship that exists amongst all settlements, in the heirachy from the rural to the urban; and from the non-industrialized (the net suppliers of natural resources) to the industrialized (the manufacturers and suppliers of finished products) has to be put into its proper context. This context must begin with the fundamental realization that settlements essentially manifest man's aspirations on earth, and as such, the exploitation of resources thereof, and from surrounding regions, must be directly linked to the socio-economic benefits which are expected to accrue to these settlements and regions.

So in short, the implication is that the fulcrum for policies formulation for human settlements formation and management must necessarily be positioned on concerns for the socio-economic development and well-being of the people. And must be seen as the essential input components to ensure harmony in the productive machinery, of which the people are the principle elements: the environment in which people live, and work, employment opportunities, and the social and economic concerns of the family and extended family units, and the like, should form the bedrock of these concerns. This must happen at the national level, but especially at the international level, to establish acceptable modes for socio-political and economic interactions between countries.

These trends must be translated into measurable indicators that clearly reflect the living and social conditions of people in settlements and communities. In this way governments will be able to better control the mechanics of population movements and the physical changes that influence human settlements transformations.

## 2. Current conditions

Due to the limiting conditions that exist in the country, it has been impossible to conduct an objective response to this section based on nationwide survey. The general feeling is that notwithstanding this, the issue of assessment of the current settlements and shelter conditions should not necessarily be concentrated only on Monrovia, if this would downplay the significance of the other areas. As such, though the indicators for Monrovia have been compiled, for the purpose of this report, it would be more appropriate to create a generalized case that encompasses the entire country.

Liberia has been engulfed by a civil crisis since 1989. The consequences of warring activities during this period include the large scale displacement of the population throughout the country; and extensive damage to the physical structures - public, private and community buildings, service infrastructure, etc.- of all settlements. Where destruction has not occurred, the lack of maintenance since the inception of the crisis has caused deterioration of life sustaining amenities. The disruption of community life, including the neatly interwoven network of life-sustaining activities, have taken away whatever level of survival independence there was. Agricultural output in the rural areas have dwindled, as have the ability of small urban and regional centers to provide goods and services to support surrounding towns and villages. Coupled with the fact that the free flow of trade has been hampered by the lack of free movement, it could be said that human settlements in Liberia in the context of the crisis, have lost their significance in the socio-economic life of the people.

Despite movement restrictions to ascertain the state of all other settlements, it could be said that Monrovia (and its environs) is amongst the worst affected settlements, given the fact that it currently holds about 50% of the national population. Public buildings, housing, utility facilities, roads, drainage are in deplorable states of disrepair. Garbage disposal service is sporadic, so coupled with a poor sewage disposal system there exists the ever increasing risk of epidemics.

The crisis has compounded the trend of decline of some of the once prominent urban centers in the country, such as Tubmanburg, Robertsport, Greenville, Harper, etc. The impetus for the decline of these centers originated from the sustained existence of complex social and economic changes, facilitated by the fact that spatial planning did not form a vital component of the socio-economic development process. In fact, the reality that growth and development is meaningful mainly in terms of socio-economic progress was not fully integrated into the national development planning process. As a consequence of these tendencies, urbanization and the formation and management of settlements in Liberia have tended to be uncontrolled. So by 1970 and 1982 when



the percentage urban population was recorded as 21% and 34% respectively, and the corresponding average annual growth rate of the urban population recorded as 5.6% and 5.7%, Monrovia's population had swelled by over 400%. The inevitable conclusion being that the urbanization problem of Liberia is essentially the problem of Monrovia.

As a representation of the nationwide situation, assessment of the current settlements and shelter conditions and trends based on a basic set of indicators have shown the following:

- Land-use: the lack of vital information on land use management for Monrovia and major urban centers shows that there is the need for the preparation of land-use/spatial development plans to support the evolution of improved economic and social conditions following resettlement;

- Population: the concentration of about 50% of the country's population in Monrovia as a result of the civil crisis, calls for the adoption of concrete measures to reverse this phenomenal migration trend and stem further social and physical degradation;

- Infrastructure and services: the extensive damage to infrastructure services and the effects on living conditions and the environment, spells out the need for urgent reconstruction of these facilities.

### 3. The past 20 years

By the onset of the civil crisis in 1989 Liberia had not directly taken measures to implement the Habitat plan of action, as determined at the United Nations Conference on Human Settlements, held in 1976.

However, by the late 1970s shelter development program strategies in Liberia were already showing shifts in approach from that of large scale public financed housing estates, to those of urban reconstruction programs initiatives aimed at the gradual transformation of settlements, particularly of the informal enclaves in urban settings, and implemented with the active participation of the beneficiary communities.

Such programs mirroring these renewed perceptions for human settlements formation and management, (as highlighted at the 1976 conference) were incorporated as the essential components of donor assistance packages aimed at capacity building to support sustainability in shelter delivery. The USAID provided technical

and capital assistance/investment funding for two projects, executed through the National Housing Authority, in the late 1970s and early 1980s: A sites and services project comprising 600 serviced plots (200 of which had incorporated core units); and an urban community upgrading project at West Point, one of the major squatter settlements in Monrovia. The project comprised the construction of access roads, sanitary facilities, schools, market stalls, and housing units. During the same period the World Bank financed urban reconstruction projects in three other squatter settlements, Slipway, Claratown and Soniwen. The projects, were executed through a project implementation unit, the Monrovia Urban Development Program (MUDP), and provided basic human settlement amenities and facilities to these depressed areas in Monrovia. A support program to the above was financed by GTZ and executed in collaboration with the Liberia Water and Sewer Corporation (LWSC), comprising the provision of water supply facilities. A management component which included community participation was built into the projects.

Notable successes were achieved in terms of program objectives. Inner city communities whose inhabitants were usually targets for re-location to new suburban located housing estates were given the opportunities for improvement, whilst remaining at their same locations. Furthermore, the communities derived satisfaction from the participatory planning process, especially in the determination of needs, and implementation programming. The post implementation management strategy also included a community participation component: consequently, the West Point Project is still being managed by the West Point Cooperative which is a community-based organization. Likewise the New Georgia Sites and Services Project is being managed in conjunction with a community-based tenant association. The NHA maintains basically a monitoring presence on the management of the projects.

#### 4. Agenda 21 and the Global Strategy for Shelter to the year 2000

Despite the execution of the above projects, it could be said that Liberia had implemented the Habitat Plan of Action on an ad hoc basis. With this continuity void came stagnation in shelter delivery in the late 1980s. Thus with the resumption of relative normalcy in 1991, the National Housing Authority saw reason to take steps to adopt the Global Shelter Strategy on Habitat. But, with the prevailing conditions and the emphasis on relief activities practical, programs/projects have not been formally executed to reflect GSS in action; but a number of initiatives focusing on the capacity building process have been and are being undertaken in preparation for reconstruction. These include but are not limited to the following:-

- the establishment of a "housing desk" and appointment of a Senior Ministerial Officer at the Ministry of Planning & Economic Affairs to assess and monitor shelter and human settlements formation strategies, and to establish linkages between spatial planning and national socio-economic reconstruction and development planning;
- the formulation of a "New Direction" by the National Housing Authority (NHA), signaling the need and preparedness to re-assess and restructure the shelter delivery strategies, and in the process re-define the role of the NHA from that of producer of shelter facilities to facilitator of a self-sustainable process, involving the participation of others; also the adjustment of the organizational structure of the NHA to reflect this new direction;
- the preparation and submission of a proposal to the Government of Liberia, for endorsement, of the formation of a National Human Settlements Commission (NHSC) to facilitate broad-based participation and inter-agency coordination in human settlements planning and management;
- the establishment of a National Human Settlements Reconstruction Task Force (NHSRT) incorporating the major governmental, non-governmental and community actors in the human settlements sector. This initiative is to promote coordination and collaboration in the efforts of all of the parties involved in the reconstruction process;
- decentralization of the NHA through the establishment of a county housing officer program to be attached to the local authority establishments throughout the country to support the development of planned settlements and shelter conditions nationwide;
- the signing of a Memorandum of Understanding between the Monrovia City Corporation (MCC), and the National Housing Authority (NHA) to foster cooperation and collaboration in dealing with human settlements development programs within the municipality of Monrovia;
- the pursuing of efforts through joint venture project arrangements with the National Housing and Savings Bank (NHSB) to help re-focus the bank's activities from commercial banking to shelter and infrastructure financing.
- the application to Shelter Afrique for the extension of revolving credit line facilities for a post war home reconstruction loan scheme, and credit for the setting up of small business enterprises by ex-combatants trained at the existing vocational training centers in Monrovia.

## 5. Best practices:

### Example of Best Practice in Liberia: Governmental/NGO partnership in human settlements planning and management.

Prior to the civil crisis, Liberia lacked a system for the precise identification of parts of the city and its building structures, for the delivery of vital urban services and amenities. Except for the principal areas, streets and roads in large chunks of cities remained unnamed. Each government utility corporation, therefore, reacting in an uncoordinated way, developed its own block mapping and structure identification system for the delivery of utilities: water, electricity and telephone. The postal service however did not develop one and so does not provide a house to house mail delivery service.

This situation did not auger well for the delivery of vital relief services during the catastrophic periods that accompanied the civil crisis.

A local NGO, the Special Emergency Life Food Program (SELF) was deeply involved in food distribution in collaboration with international relief and aid agencies. For the purpose therefore of assessing food quantities, record keeping for accountability, and the efficient monitoring of distribution, an effective system of structure identification had to be developed. SELF did so.

The government realizing the efficacy of the system developed, and the need for such a system, decided to work in partnership with SELF in the transformation of the system into a comprehensive one that would satisfy the needs of all of agencies in the delivery of goods and services, as well as for security and crime detection and prevention, throughout all settlements of the country.

This process has been substantially completed.

## 6. Priority issues:

The current and projected highest priority issues to address, as agreed upon during the consultative process, and in conformity with the second UNCHS (Habitat) mission report to Liberia in 1995 are:

(i) Definition of a housing policy and operational strategy framework in the sphere of human settlements development, for the short, medium and long term. This entails the setting up of a participatory planning and management process involving all levels of community with the local Government administrations of Monrovia and the respective counties.

This approach shall provide a continuous operational feed-back for eventual review and reformulation of basic policies and strategies.

(ii) Establishment of a training program in areas of deficiencies related to human settlements of basic policies and strategies.

- \* Municipal and local administration planning and management, housing finance,
- \* Physical and land-use planning,
- \* low-income housing and community-base infrastructure and services planning, design and maintenance,
- \* land/property resource management,
- \* development of small and micro-business schemes.

(iii) Reconstruction of homes and related infrastructures and services for the most vulnerable groups- returnees, internally displaced people, and demobilized ex-combatants. This includes a reactivation of local small and micro-construction industry. This may be initiated through the development of assistance schemes for small and micro-enterprises.

(iv) Rehabilitation of homes and basic infrastructures and services destroyed and/or damaged during the civil war, in the perspective or reintegration of returnees in existing settlements in their place of origin (particularly the rural areas), and creation of employment through promotion of small and micro-industries in the building sector.

(v) Assistance to basic re-planning and upgrading of spontaneous settlements. This may be supported by neighborhood upgrading projects in urban areas. In Monrovia such an intervention should be limited to one of such existing settlement, whereas experience gained there may benefit regional urban centers, thus contributing to minimize a solidification of existing uncontrolled settlements in the Capital.

(vi) Technical assistance to the reconstruction/rehabilitation of public and community buildings, schools, health centers and related infrastructure and services in urban and rural areas, in the prospective of exploiting potentially existing employment markets for the ex-combatants, displaced and other returnees.

(vii) Financing reconstruction/rehabilitation of the human settlements and shelter upgrading. Development and promotion of pilot credit schemes using unconventional methods (credit unions, traditional "susu" system, etc.) for financing housing and shelter and small micro-businesses and enterprises in the human settlements

related sphere.

## 7. Legislations:

### BACKGROUND/OVERVIEW:

The attainment of independence as a nation-state in 1847 necessitated the establishment of various structures for the administration of the Country.

Various legislations were enacted creating the institutional framework and arrangements providing for the delivery of certain services and the development of the country, such as education, agriculture, municipal management and administration, health, etc.

In the 1950s when Liberia experienced economic growth and a fertility rate of 3.5%, the need arose to address socio-economic issues and political pluralism. Legislations were enacted to deal with specific aspects of human settlements emphasizing social, economic and political development and led to the creation of additional public departments and agencies.

In the 1970s came legislations repealing some of the foregoing and recreating new institutional arrangements and structures in the public sector to enhance human settlements development in order to broaden the benefits of said development and to respond to the increasing demand for basic services: The Ministries of Transport, and Rural Development were established, having been removed as departments from within other ministries.

Legislations enacted resulted into the establishment of public ministries and agencies, principally infrastructural development, local government administrations for all political sub-divisions of the country. Also for the environment, and health, requiring proper decentralization of socio-economic activities, mitigating rural to urban migration and making towns and cities viable communities that can be sustained. They are:- Ministries of Public Works, Local Government, Rural Development and Urban Reconstruction, Internal Affairs, Planning and Economic Affairs, Agriculture, Health and Social Welfare, Education, Labor, Youth and Sports, Lands, Mines and Energy, Justice, National Housing Authority, National Housing and Savings Bank, Monrovia City Corporation/Monrovia Urban Development Project, National Disaster Relief Commission, National Food Assistance Agency, Cooperative Development Agency, Agriculture and Cooperative Development Bank, Forestry Development Authority, The Agriculture Development Projects in Lofa, Bong, and Nimba, Liberia Water and Sewer Corporation, Liberia Electricity Corporation, and Liberia Telecommunications Corporation.

These and other institutions establishment as parastatals dealt with all aspects of human settlements in a very disjointed and uncoordinated manner since collaboration was lacking. As a result, the impact of their activities were not appreciably felt and more or less could not be sustained.

The National Housing Authority (NHA), was established with the prime responsibility to initiate, plan, implement and monitor projects and programs for housing and shelter development, nationwide, with emphasis on the needs of the low income sector. It was set up as a public corporation with a Board of Directors, headed by the Ministry of Public Works. To foster inter-agency coordination and broad-based participation, the composition of the Board made provision for representations on it by agencies with key functions in the human settlements sector (such as the utility companies, the private sector, and prominent individuals. For various reasons however, the desired results were not attained.

## **PART C. National plan of action**

### **1. Strategies and policies.**

(a) Enhance the production of low income shelter, infrastructure and services through the resolute shift of past and present shelter program methods toward a more intensive but environmentally safe and controlled use of indigenous materials and resources, on a labor intensive basis;

(b) make community participation a direct component of shelter delivery policy; promoted also by financial empowerment through the introduction of micro-enterprise development and local entrepreneurship;

(c) encourage public/private sector collaboration and co-operation (including audit of the legislative and regulatory structures) to promote the widespread use of building materials and appropriate technology for reconstruction;

(d) ensure that shelter delivery strategies for resettlement will also establish the foundation for long term sustainability, through an integrated development approach encompassing a set of inter-related strategies for urban/rural development (including, inter alia, land, infrastructure, finance and institution), and enablement of all participating parties;

(e) reinforce as a matter of urgency the local institution capacity building for local county administration entities, focussing initially on the counties that will be effected most during the resettlement process; in this regard focus on the issue of decentralization of institutional functions (especially thoes of the shelter and urban/rural development planning) and structures from Monrovia to regional headquarters; one significant approach being the establishment of county housing officer units attached to county local government structures, throughout the country;

(f) address as special the case of Monrovia, to prevent a consolidation of the present situation of congestion, and rapidly declining housing, infrastructure and environmentally safe conditions;

(g) support as a pre-requisite condition, the institutional capacity building process of the public sector agencies with major responsibilities in the human settlement sector (National Housing Authority, Ministry of Internal Affairs, Monrovia City Corporation, and Ministry of Public Works); and furthermore, ensure multi-sectoral co-ordination (articulating spatial planning, sectoral investment plans, financial resources, and institutional frameworks) through support for the broad-based participatory fora created by the formation of the National Human Settlements Reconstruction Task Force (NHSRT), and the National Habitat II Committee; and

(h) mobilize additional resources to complement local efforts, from international organizations/donor community and regional sources, through the identification of complementary program/project interventions and exchange of ideas and information on them; in this regard implement the Global Shelter Strategy (GSS) - with the ongoing UNCHS (Habitat) technical assistance input - and in the process formulate local strategies and policies for the medium to long term shelter and human settlement sphere.

## (2) Objectives

The Action Plan Objectives are specifically designed to address the major issues that will confront post-war Liberia, in the immediate and near future. They fall under two broad and distinct, but mutually dependent areas for action. And are convergent on the need to create, as a matter of urgency, an enabling environment for sustainable shelter and human settlements formation and management, to support sustainable socio-economic reconstruction and development.



In the short term; the need to effect resettlement through sustainable reconstruction. The specific objectives being to:

(a) tackle the issue of post war reconstruction for resettlement, immediately following refugee repatriation, safe and incrementally durable settlements;

(b) re-integrate communities to ensure the reinsertion of vulnerable groups, especially for the agrarian rural-based, by stimulating the local economies, and poverty alleviation to facilitate sustainable reconstruction, in the relief to development continuum;

(c) encourage the displaced rural population in Monrovia, other major urban and regional centers, to return to their original places of residence consolidate the re-integration program activities;

(d) facilitate mobilization of the enormous manpower, material, technical resources and capacities, as well as local and international collaborative efforts required to carry out the awesome tasks of meeting the immediate needs of resettlement; and

And in the short-medium term; to develop the capacity (institutional, manpower and technical) to self-sustain the relief to development continuum. The specific objectives being to:

(e) lay down the foundation for the eventual development of a permanent system which would establish and sustain strong linkages between sustainable socio-economic development and sustainable human settlements planning. And in so doing revitalize the national economy, and keep rural-urban migration in check through the strengthening of secondary and regional centers and small towns as poles of development.

(f) enhance the capacity (physically, environmentally and administratively) of Monrovia to enable it adequately perform its role as the capital city: effectively stimulating and managing the nation's economy, during reconstruction and the transition period to development.

(g) put into place an effective mechanism to facilitate an economically efficient utilization of natural resources for the common good, without endangering the needs of future generations.

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## 2.1 Expected results

The expected results to be attained from the above objectives are:

(a) Provision of adequate shelter and related infrastructure for resettlement within a relatively short period;

(b) poverty reduction through construction related and other micro-enterprise activities, and local entrepreneurship in all settlements, especially for the vulnerable groups, to facilitate sustainable participatory reconstruction, in the run-up to overall sustainable development;

(c) attainment of the strategy of enabling human settlements formation and management to play the lead role through participatory and integrated planning approaches in the overall post-war socio-economic development;

(d) Reducing the overcrowdedness of Monrovia, and other urban centers affected by the influx of the displacees to stem further deterioration and decay (caused by this situation) to the urban environment and urban fabric;

(e) Execution of physical plans of Monrovia and its environs, reinforcing surrounding settlements to act as satellite towns, capable of accommodating and sustaining relocated displaced persons currently creating enclaves of spontaneous settlements around Monrovia proper, and who inevitably are unlikely to return to their places of origin.

## 3.00 Activities

The five-year (1996-2000) program activities to be carried out are based on seven projects designed to yield specific outputs which will respond to the short term needs of reconstruction as well as the short-medium term objective of sustained shelter and human settlements delivery. The projects were developed during the UNCHS(Habitat) 1995 mission to Liberia in conjunction with the National Human Settlements Reconstruction Taskforce (NHSRT). The projects were assessed by the Habitat II committee to be responsive to the set needs, and the objectives to be attained during this period. Costing has been left out at this stage; since subsequent detailed project formulation, based on a comprehensive nationwide physical assessment of the resettlement areas and major towns will be required to determine the overall scope of the need.

## PROJECT I.

Title: Assistance to the construction of basic homes, related infrastructure and services for the most vulnerable groups amongst the returnees, displaced and ex-combatants, and reactivation of the small and micro-construction industry supported through assistance to small and micro-enterprise development aimed at reintegration of returnees and demobilized ex-combatants.

Brief description: The project will provide assistance to micro-entrepreneurs with priority access to the scheme for the returnees, displaced and demobilized ex-combatants, by providing them with opportunities to create a future for themselves and their families. Selected individuals amongst the most vulnerable groups will receive a lump sum in installments according to progress of work for the construction of their homes. This involves that supply of materials, tools and appropriate monitoring and technical assistance be ensured along with the micro-business sector in the regions of intervention. Training and implementation of community-based demonstration projects on human settlements and infrastructure services, linked with the promotion and reactivation of micro-enterprises is envisaged through collaboration with NGOs and CBOs.

Justification: In most areas of the country, but particularly in rural and semi-rural areas, homes have been completely destroyed. The project finds its justification in assisting returnee communities to reconstitute their capacity to build their own homes and start a new life in a better and more efficient way.

Statement of objectives: Direct implementation of human settlements and infrastructure services schemes boosting reactivation of local small and micro construction industry by returnees and demobilized ex-combatants.

Assistance to newly created micro-enterprises with priority to returnees and ex-combatants.

Methodology of approach and program: Technical and financial assistance to the promotion of small enterprises in the areas most affected by the influx of returnees. Setting up of operational units at county levels with involvement of NGOs, CBOs assisted by UNVs.

The project includes three following main components:

\* Development of micro-industries at grassroots level, including production of building materials and components through appropriate technology using indigenous methods, by the communities. This goes together with a reactivation of local markets for the intended production.

\* Development of human settlements infrastructure by the

communities and individuals with technical and financial assistance from the UNCHS (Habitat) TSU, through involvement of NGOs, CBOs and related agencies. Monitoring of the assistance provided as well as the progress of micro-business construction sector to be reactivated in the regions.

\* Implementation of a construction demonstration program.

The following items have been tentatively identified for manufacture production: Building materials from indigenous resources, laterite cement blocks, fibre-concrete roofing tiles (FCR), mat impregnated components, clay bricks, forestry products components, etc.

Location: Selected locations in the five counties most affected by the war and returnee refugees: Maryland, Grand Gedeh, Nimba, Bong and Lofa.

Outputs:

\* A number of homes and related infrastructures and services will have been constructed by communities and individuals, benefiting the emergence of a new community-based construction industry.

\* A number of micro-enterprises, manufacturing local building components based on indigenous materials and appropriate technologies will have started production.

\* Jobs for returnees and ex-combatants will have been created.

Inputs:

Technical Support Unit comprising UNVs (building technicians); short term international consultants in expertise not locally available; a national co-ordinator (architect/engineer), building technologists (nationals); administration and other support staff; logistics; materials and equipment; and a small research laboratory.

Coordinating Agency: Ministry of Planning and Economic Affairs (MPEA).

Implementing Agencies: Ministry of Public Works (MPW) in partnership with the NHA and the National Human Settlements Reconstruction Task Force, NGOs (NARDA, LOIC, Don Bosco, and others.)

## PROJECT II.

Title: Rehabilitation/reconstruction of basic homes and related infrastructure and services for families whose houses were destroyed or severely damaged during the war and reactivation of local small and micro construction industries.

Description: Rehabilitation of basic homes of vulnerable groups whose homes were destroyed through distribution of funds. This injection of finances as well as supply of building materials, tools, equipment and technical assistance to the micro-enterprises will contribute to the reactivation of the small micro-construction industry in the areas of intervention.

Justification: An enormous number of homes have been completely or partially damaged by the war. Their owners, as well as the Government, lack resources to undertake reconstruction. The project aims at assisting returnees, displaced and demobilized ex-combatants in the low-income groups to reconstruct their properties, thus contributing to reconstitute the housing stock.

Statement of objectives: The objective of this project is the improvement and rehabilitation, in the short to medium term, of existing damaged human settlements through technical assistance to the builders and rehabilitation of existing services and community facilities using reactivated small and micro-scale industries, in the perspective of reintegration of returnees, displaced and ex-combatants, in their place of origin.

Methodological approach: The project focuses on the problems associated with acute shortage and high demand for adequate and affordable shelters in post-war Liberia. As an example, it proposes to facilitate the process of rehabilitating/reconstructing 823 damaged estate housing units built by the Government (NHA) around Monrovia through reactivating small businesses and enterprises of the private sector, and adequate redistribution of financial resources and other support facilities to the same enterprises.

Location: Periphery of Monrovia and other locations in selected regional centers.

Target Groups: Returnees and ex-combatants in the most vulnerable income bracket. Small buildings and artisans.

Outputs: A number of buildings including 823 damaged estate housing units, tentatively identified through discussions with the Task Force, rehabilitated through reactivation of small and micro-enterprises of the building industry - A number of small businesses created - Jobs generated for returnees and ex-combatants.

Inputs:

Technical Support Unit comprising UNVs (architects/engineers); short term international consultant with expertise not locally available; a national co-ordinator (architect/engineer), building technologists (nationals); administration and other support staff; logistics; materials and equipment; initiation of a development fund.

Coordinating Agency: Ministry of Planning and Economic Affairs (MPEA).

Implementing Agencies: NHA in partnership with NGOs, Tenant's Associations, and the private sector.

PROJECT III.

Title: Design and set up of training schemes in the human settlements sphere, including municipal planning and management, and small and micro-business schemes in human settlements development.

Description: This project will design appropriate training schemes in various disciplines and will provide practical exercises in appropriate technologies to address the issues of small and micro-business development/management. It aims at full participation of the community for sustainable development and will work in close collaboration with existing institutions and NGOs while benefiting from other components of the UNCHS (Habitat) supported program.

The project will provide appropriate training on two major sub-components:

- \* Capacity building of municipal planning and management staff for secondary and small towns,

- \* Involvement of community participation in the promotion of small and micro-business, social development of community-based infrastructure services and skills, appropriate technologies, etc.

Justification: In the prospect of massive imminent return of former refugees and internally displaced to their homelands, the capacity of both local administration and construction labor force must be significantly increase to meet the challenge. Training of the main actors in these sectors represents an absolute priority, thus justifying the project.

Statement of Objectives: Short/medium term objectives aim at implementation of integrated training programs at two levels:

- \* Capacity building of municipal planning and management staff.
- \* Involvement of community participation in the promotion and management of small and micro-businesses, social development of community-based infrastructure and services, skills, appropriate technologies, etc.

The overall program is aimed at setting up of such schemes in five counties, i.e. Maryland, Grand Gedeh, Nimba, Bong and Lofa, with the aim of enabling and reinforcing national and local institutions, increasing their effectiveness in initiating and promoting small and micro-enterprises on a sustainable basis.

Methodological approach: The implementation of the project shall make use of expertise gained by local NGOs (NARDA and others) and training institutions (LOIC, Don Bosco Polytechnic), as well as the National Training Institute of the MPW. The TSU will provide international expertise and UNVs working closely with the national team.

Location: Five counties Maryland, Grand Gedeh, Nimba, Bong and Lofa.

Target Groups: Community leaders, elders, local administration officials and middle level technicians, potential entrepreneurs, artisans in the building trade, returnees, displaced and demobilized ex-combatants.

Number of beneficiaries: 60 artisans and 360 personnels, selected amongst local administration and community leadership in the five counties, as a first phase.

Outputs: At the end of the project, the local administration and community leadership should be reorganized and reinforced in the five counties. Sixty micro-enterprises in the building industry, employing a number of ex-combatants, displaced and returnees, should be in operation, thus contributing to the reconstruction/rehabilitation effort of local communities.

Inputs:

Technical Support Unit comprising one international coordinator/specialist in community training (CTA); UNVs (in appropriate technologies and management); short term international consultants in expertise not locally available; one national coordinator (architect/engineer), building technologists (nationals); regional coordinators; administration and other support staff; logistics; materials and equipment; organization of training courses, seminars, workshops in collaboration with LOIC, Don Bosco, NHA, MPW, including in-service training.

Coordinating Agency: Ministry of Planning and Economic Affairs (MPEA).

Implementing Agencies: Ministry of Internal Affairs in partnership with Monrovia City Corporation (MCC), MPW, NHA, and NARDA.

PROJECT IV.

Title: Assistance to improve the living environment through participatory and strategic replanning and management of uncontrolled settlements, including pilot upgrading and income generating schemes (micro-businesses).

Description: This project will involve implementation of pilot schemes relating to under-serviced neighborhood settlements, providing community-based infrastructural facilities including solid waste management as well as developing micro-business credit schemes in close collaboration with the key actors of the communities. It envisages active participation of the community in promoting information technologies while developing appropriate mechanisms in extension services to existing other programs. It also aims at municipal capacity building and involvement of the "popular private" sector in improving the living environment and settlement upgrading.



Justification: The massive influx of displaced has still aggravated the conditions of communities living in un-planned settlements. Although this has become critical in Monrovia, a similar situation may develop in other urban centers. This project will propose and demonstrate solutions to be integrated into a human settlements policy and strategies

Statement of objectives: The project aims at demonstrating the potentials of operational planning and management development mechanisms using community participation in spontaneous neighborhoods in a number of selected areas. Implementation of pilot projects aim at promoting community involvement in the decision-making planning process.

Methodological approach: The methodology includes the implementation and monitoring of two demonstration operations, one in a so neglected "illegal" informally developed neighborhood in the suburbs of Monrovia, where problems created by an influx of internally displaced rural immigrants are causing aggravated tensions, and one in a selected regional center where similar problems occur in a different administrative set-up. The approach is integrated multi-sectoral development involving all actors in the socio-economic scene, from local administration to community groups. These pilot projects will be initiated with the local communities as key actors and deciders, whereby beneficiary participation in the planning and implementation process is an objective. Information and communication mechanisms between local community associations and the local and provincial authorities will be set up. The UNCHS (Habitat) Technical Support Unit will provide international expertise when needed and UNVs working closely with a national team.

Location: Greater Monrovia and one selected regional center.

Target Groups: Urban population and rural immigrants, some of them internally displaced by the civil conflict, living in informal spontaneous settlements in the periphery of Monrovia and in urban regional centers (a total of one million in Monrovia alone).

Outputs: Upgrading and initiating of a self-integrated and self-centered development process in two settlements selected in two critical urban contexts, the monitoring and evaluation of which will serve in the formulation of medium to long term human settlements policy and strategies.

Inputs:

Technical Support Unit comprising one international coordinator/specialist in integrated urban development planning; UNVs (in community planning and micro-business promotion); one national co-ordinator (planner), architects/engineers/planners (nationals); regional coordinators; administration and other support staff; logistics; materials and equipment; training material, seminars, workshops, etc.

Coordinating Agency: Ministry of Planning and Economic Affairs (MPEA).

Implementing Agencies: NHA in partnership with MCC, MIA, NHSRT, National Housing & Savings Bank (NHSB), NGOs and CBOs.

PROJECT V.

Title: Assistance to the reconstruction and rehabilitation of public buildings, schools, health services and related infrastructure and services in Monrovia and difference counties.

Description: This project proposal presents an institutional strengthening component through direct technical advice in a coordinated way with the other UNCHS (Habitat) Technical Unit activities. It will be a follow-up of project III which provides training in capacity building for community-based infrastructure and services. Since the other UNCHS supported projects are already staffed with housing schemes, it will be headed by a community development specialist who will obtain all technical construction advice from the UNCHS (Habitat) Technical Support Unit whenever required. It aims at reconstruction of a number of public facilities, through the involvement of community participation and technical assistance from UNCHS.

Justification: This project finds its justification in developing capacity building of communities oriented toward rehabilitation of public and community buildings and infrastructures, thus enabling these communities to effectively control their environment.

Statement of objectives: The objective of the project aims at boosting the delivery of public and community facilities and

essential services through strengthening community participation and local institutions for the implementation of a phased reconstruction action program.

Location: Monrovia Suburban and selected regional center.

Target Groups: Low-income communities in Monrovia (for ex: Bassa Community), returnees and ex-combatants in same areas.

Number of beneficiaries: (first phase, subject to detailed assessment):

- \* Monrovia (Bassa Community): 30,000 people, i.e.  
6,000 families/households
- \* Other centers: 450,000 people, i.e.  
112,000 families/households

Tentative programming: The project focuses on the rehabilitation and reconstruction of essential services in urban centers which had been seriously damaged by the effects of the civil war. The entire project includes the following components, identified in a first assessment:

- Greater Monrovia:
- \* Maternity Center of Bassa Community;
  - \* Rehabilitation of the Community School Building;
  - \* Water supply and sanitation facilities, including waste disposal, within the same community.

Regional centers: Rehabilitation of a number of health centers and schools in selected areas in the five target counties.

Methodology of operation: Organization of community groups with the participation of CBOs, NGOs and inter-ministerial agencies in the reconstruction/rehabilitation process. The necessary training tools, materials and logistical support, including advisory program documents to be obtained from UNCHS (Habitat) Technical Unit, to facilitate the pace of reconstruction phases, and later to support initiatives aimed at capacity building to sustain short and medium range program implementations. The UNCHS (Habitat) TSU will help establish coordination mechanisms at the national and community levels in programs proposed for the different counties.

A cyclic evaluation process shall be initiated to assess the outcome and pertinence of objectives, priorities, designs, etc. in the perspective of medium to long term priority needs and requirements.

Outputs: A number of public facilities and community infrastructures rehabilitated or in the process of being rehabilitated. Sustainable reconstruction processes, replicable in all areas affected by the civil war, initiated.

Inputs: Technical Support Unit comprising one national specialist in community development (coordinator); building technicians (nationals); administration and other support staff; logistics; materials and equipment.

Coordinating Agency: Ministry of Planning and Economic Affairs (MPEA).

Implementing Agencies: MPW in partnership with NGOs and professional institutions and organizations of the private sectors.

## PROJECT VI.

Title: Pilot credit schemes for housing and shelter development and for the promotion of small and micro-business in the human settlements sphere.

Description: The project aims at self-sustainable micro-business credit schemes to be managed and operated by community-based organizations (CBOs), NGOs and the beneficiaries themselves. The proposal will assist in the development of micro-business/credit saving reflexes and thus prepare more sophisticated savings-and-loans housing credit mechanisms for the low-income people based on alternative collateral systems. It will provide access to some form of credit for the most vulnerable groups, promoting unconventional methods.

Justification: this project is justified in that it aims at giving low-income communities and entrepreneurs access to credit

facilities, thus contributing to accumulate domestic capital within these communities.

Statement of objectives: The main objectives are:

- \* To investigate community financial and savings capacity; and
- \* To identify and set into operation non-conventional appropriate credit mechanisms allowing low-income groups and small/micro scale entrepreneurs, including returnees and ex-combatants feasible access to some forms of credit for the development and rehabilitation of human settlements.

Program methodology: The project will assist micro-businesses as well as self-builders communities to enhance their capacity to take part in investment programs. It will investigate into and eventually adapt traditionally recognized forms of savings ("susu" system or adapted credit union schemes) oriented to self-financing of human settlements operations.

Location: Selected areas in the five counties Maryland, Grand Gedeh, Nimba, Bong and Lofa.

Target groups: Low-income families and potential entrepreneurs whose insufficient and/or irregular source of income deny access to any conventional form of credit.

Outputs: Appropriate types of savings-and-loans associations will be identified, promoted and set into operation at grassroots level in five counties and most affected by the war and the impact of returnees.

Inputs:

Technical Support Unit comprising one international consultant in community development finance (CTA); UNVs (in community development); one national co-ordinator (credit specialist), technical support staff (nationals); administration and other support staff; logistics; materials and equipment; training material, seminars, workshops, and sensitization.

Coordinating Agency: Ministry of Planning and Economic Affairs (MPEA).

Implementing Agencies: National Housing and Savings Bank (NHSB), in partnership with NHA, Liberian Bank for Development and Investment (LBDI), national and international NGOs.

## PROJECT VII.

Title: Policy advice on Housing, Participatory Planning and Management and Municipality Capacity Building, including pilot schemes.

Description: This project will provide policy advice on all issues related to the reorganization of the settlements which have developed un-controlled during the entire war period, and assist the Government of Liberia for the preparation/implementation of policy instruments in that reorganization, including housing policy development, access to land and institutional capacity building. It aims at reinforcing institutions at the national and local Government levels on all issues related to the reorientation of the roles and functions of the institutions involved in human settlements development. Monitoring of other projects of the UNCHS (Habitat) supported program will provide a feed-back to policy advice, will ease bottlenecks during the reconstruction program and will form the basis for long term policies in human settlements.

Justification: The project finds its justification with the need, which has been assessed as a pre-requisite priority, to assist national and regional institutions, as well as communities concerned, in the formulation of human settlements policy and strategies. It also aims at reconstituting and reorganizing capacity building in order to make them capable to apply and implement these policy and strategies.

Statement of objectives: The development objective is the long term improvement of housing and human settlements sector in Liberia, through adoption of appropriate national shelter policies, strategies and programs and institution capacity building designed to meet the current and future needs.

The project involves policy development issues related to the reorganization of uncontrolled settlements which had proliferated in recent times, mainly attribute to the reintegration of returnees, displaced and ex-combatants.

Methodological approach: The basis for this project is in line with the main principles of the UN Global Strategy for Shelter to the Year 2000, i.e.:

\* Enabling policies whereby the full potential and resources of all governmental and non-governmental actors in the field of human settlements are utilized and must be at the heart of national and international efforts. The strategy will include a plan of action and proposed timetable for implementation. This project thus aims at devising appropriate institutional arrangements, defining target groups and prudent resource allocations to meet them during the implementation time-frame. Strategies will be identified in collaboration with officials at the community level, including implementors, community organizations and other non-governmental organizations (NGOs).

\* Providing legislative framework to alleviate bottlenecks identified during program implementation.

One important element in attaining the objectives of the project includes surveys, seminars, workshops. This involves particular coordination with the Government ministries and agencies in policy matters regarding human settlements issues. UNCHS (Habitat) will provide international expertise and UNVs working in close collaboration with local specialists.

Location: Monrovia and main County Headquarters.

Target groups: Administrative and technical institutions at national and county level, including NGOs, CBOs identified - Communities at large with special emphasis on the impact of traditional organizations, clans, chiefdoms, etc.

Outputs: A process will be initiated whereby Housing and Human Settlements policies and strategies will be formulated. The role of public institutions involved in the human settlements sector will be better defined, legislation and procedures will be reviewed and updated.

Inputs:

Technical Support Unit comprising one international specialist in Human Settlements Policy and Strategy (CTA); consultants for expertise not locally available; one national co-ordinator; technical support staff from the NHSRTF; administration and other support staff; logistics; materials and equipment; training material, seminars, workshops.

Coordinating Agency: Ministry of Planning and Economic Affairs (MPEA).

Implementing Agencies: National Housing Authority (NHA), in partnership with the NHSRTF.

4. Monitoring progress:

Monitoring will be done by the Habitat II committee. The Secretariat working under the supervision of the MPEA will form the main working organ which will carry out the monitoring activities; maintaining regular consultations with the Steering committee. The proposed Technical Support Unit of UNCHS (Habitat) shall be relied upon, as part of its technical assistance programme to Liberia, to provide monitoring assistance to MPEA and the Committee during the planning and implementation phases of the programme/projects.

Due to the large scale destruction of physical facilities and the almost total lack of services, concerted efforts will be made to address, concurrently, all aspects of the indicators program, but with special emphasis on the Socio-economic, Infrastructure, Local government, and the Housing Affordability and Adequacy modules.

Sectoral micro-planning activities at MPEA will be integrated to establish direct program objectives and implementation linkages to the action plan objectives and activities. Methods for recording assessment survey data, and measuring progress will be reviewed and revised to ensure that recording is expressed in measurable terms.

The indicators program will be extended to all major settlements of the country; regular updating will be done for progress monitoring.



5. STATEMENT OF COMMITMENT

We, the members of the National Habitat II Committee of the Republic of Liberia, do this \_\_\_\_\_ day of \_\_\_\_\_, 1996, hereby adopt the goals of adequate shelter for all and sustainable human settlements development as contained in the National Habitat II Programs/Report, believing that a just, comprehensive and lasting peace is a prerequisite and an essential condition for attaining these goals. We therefore subscribe to the principles and goals as enshrined for the implementation of Habitat II programs such as described in the Habitat Agenda as follows:

**equality, eradication of poverty, sustainable development; livability; family; civic engagement and government responsibilities; partnership; solidarity; and international cooperation and coordination.**

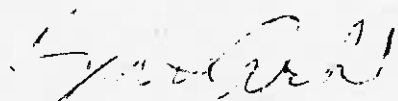
Embracing the foregoing principles, as Members of the National Habitat II Committee of the Republic of Liberia, we herein dedicate ourselves to implement the National Plans of Action and other policies and programs drafted and executed in cooperation with all key actors and assisted by the international community. To this end, we make commitment to the following as described in the Habitat Agenda:

**adequate shelter for all; sustainable human settlements; enablement; financing shelter and human settlements; international cooperation; and assessing progress.**

We therefore affirm our commitment to the objectives contained therein of the aforementioned as described in the Habitat Agenda to be implemented through the National Plan of Action.

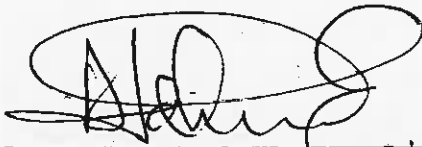
Now, therefore, we, the Members of the National Habitat II Committee do hereby undertake to concretize our commitment of the foregoing in the implementation of the National Plans of Action and programs as described in the Habitat Agenda and authorize the National Steering Committee of the said Habitat II Committee representing the heads of the thematic program sub-committees to affix their signatures on their behalf.

FOR THE GOVERNMENT OF THE REPUBLIC OF  
LIBERIA

  
\_\_\_\_\_  
FRANCIS M. CARBAH  
MINISTER OF PLANNING & ECONOMIC  
AFFAIRS; CHAIRMAN, HABITAT II  
COMMITTEE, R.L.

**PROGRAM / PROJECT IMPLEMENTATION SCHEDULE**

ITEM.	PROJECT DESCRIPTION	PERIOD ( 1996 -2000)				
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1.00	<p><b>Project 1</b>  <b>Target areas: throughout the country, but initially those areas most affected by the war.</b>                      - Construction of basic homes / infrastructure and services for returnees;                      - re-activation of small &amp; micro construction and enterprise industry to support reintegration.</p>	████████████████████				
2.00	<p><b>Project 2</b>  <b>Target areas: Monrovia, its surrounding areas, and selected regional centers.</b>                      - Rehabilitation/reconstruction of damaged homes, infrastructure and services;                      - re-activation of local small &amp; micro construction industries.</p>	████████████████████				
3.00	<p><b>Project 3</b>  <b>Target areas: Local government establishments throughout the country, but initially those areas which will be most affected by the influx of returnees.</b>                      - Training schemes in human settlements: including municipal planning and micro business schemes.</p>	████████████████████				
4.00	<p><b>Project 4</b>  <b>Target areas: Monrovia, its surrounding areas, and selected urban regional centers.</b>                      - Environmental re-planning and management of uncontrolled settlements;                      - pilot upgrading and income generating schemes.</p>	████████████████████				
5.00	<p><b>Project 5</b>  <b>Target areas: Monrovia, its surrounding areas, and the different counties.</b>                      - Reconstruction/rehabilitation of public buildings, schools, health services, related infrastructure and services</p>	████████████████████				
6.00	<p><b>Project 6</b>  <b>Target areas: Monrovia &amp; its surroundings, &amp; the various county headquarters.</b>                      - Development of the capacity to mobilize local funding for shelter and micro business development, through the promotion of appropriate saving mechanisms.</p>	████████████████████				
7.00	<p><b>Project 7</b>  <b>Target areas: Monrovia and the various county headquarters.</b>                      - Policy formulation on housing, participatory planning and management, and municipal capacity building.</p>	████████████████████				



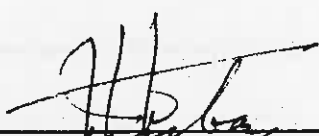
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DANIEL G. JOHNSON / LORD MAYOR, CITY OF MONROVIA; Member, Sub-committee on "Governance", National Habitat II Committee, R.L.



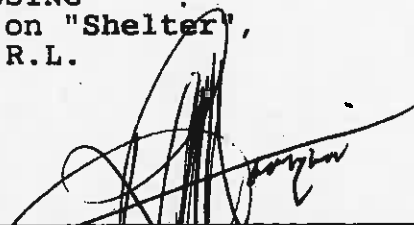
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JENKINS DUNBAR  
MINISTER OF LANDS, MINES & ENERGY; Head Sub-committee on Environmental Management, National Habitat II Committee, R.L.



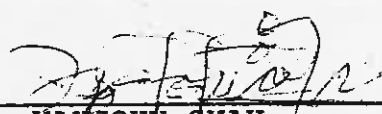
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J. FULTON DUNBAR  
MANAGING DIRECTOR, NATIONAL HOUSING AUTHORITY; Head, Sub-committee on "Shelter", National Habitat II Committee, R.L.



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DR. ROLAND C. MASSAQUOI  
MINISTER OF AGRICULTURE; Head, Sub-committee on "Poverty Reduction", National Habitat II Committee, R.L.



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J. NAHJOHN SUAH  
MINISTER OF INTERNAL AFFAIRS, Head, Sub-committee on "Disaster Mitigation, Relief, and Reconstruction", National Habitat II Committee, R.L.



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FRANCIS GARLAWOLO  
MINISTER OF JUSTICE;  
Head, Sub-committee on Crime Prevention, National Habitat II Committee, R.L.

Part D. International Cooperation and assistance:

1. Priorities:

The highest-priority programs and activities for which external cooperation and assistance will be sought fall under three areas as follows:

(i) Policy: technical assistance to define an operational policy framework for housing and human settlements development; especially in relation to the development of an enabling environment for the participatory planning and management processes;

(ii) Institutional capacity: strengthening of the line ministries and agencies in their areas of deficiencies; also the working organs that foster cross-sectoral planning, such as the NHSRTF and the Habitat II committee;

(iii) Finance: development of systems for mobilizing funds from local sources for investment in shelter and infrastructure development; and for extension of credit to the poor for micro-enterprise and shelter development using, non-conventional methods;

(iv) Technology: development of the capacity to maximize the use and application of indigenous materials and appropriate technology modes into the construction industry, for production of affordable homes and conservation of scarce financial resources.

2. Capacity-building:

Cooperation and assistance would be sought in the following areas:

(i) Training: In the development of the relevant staff capabilities of the line ministries and agencies; also of community leaders and functionaries.

(ii) Research Information and dissemination: Regular access to and exchange of research data and information, also acquisition of the required logistical facilities to disseminate to interested parties.

(iii) Specialized personnel: Technical Support Units (such as the proposed UNCHS-Habitat TSU) comprising specialized personnel to carry out specific tasks for which the qualified local personnel are not available, and to transfer knowledge.

(iv) Information/data collection, storing and processing: development of the ability to collect, process and store data.

Appendices

- Appendix 1            List of participants
- Appendix 2            Report on NPA, Subcommittee on Shelter
- Appendix 3            Report on NPA, Sub-committee on Environmental  
Management
- Appendix 4            Report on NPA, Sub-committee on Governance
- Appendix 5            Report on NPA, Sub-committee on Disaster  
Mitigation, relief and Reconstruction.
- Appendix 6            Report on NPA, Sub-committee on Poverty  
Reduction
- Appendix 7            Report on NPA, Sub-committee Crime Prevention

## APPENDIX I:

LIST OF PARTICIPANTS

The following is a list of Key Actors (members of the National Habitat II Preparatory Committee) who participated in the preparation of the National Report.

A. NATIONAL HABITAT II STEERING COMMITTEE

1. Ministry of Planning & Economic Affairs (MPEA) - Chairman
  - Hon. Francis M. Carbah, Minister
  - " Aminata M.K. Jarbateh, Deputy Minister/Planning & Policy
  - " Philip Gedegbeku, Deputy Minister
  - " Estelle Liberty, Assistant Minister/Sectorial Planning
  - Mr. Peegee Wright, Assistant Director/Economist
2. National Housing Authority (NHA)
  - Hon. J. Fulton Dunbar, Managing Director
  - Mr. James G. Bartuah, Programme Officer, NHA/Coordinator, Habitat II Secretariat
  - " Frank A. Krah, Executive Assistant/Managing Director's Office
  - " James S.K. Cooper, Community Services Manager
3. Ministry of Lands, Mines & Energy
  - Hon. J. Jenkins Dunbar, Minister
  - " Albert Chie, Assistant Minister/Mineral Exploration & Environmental Research
4. Ministry of Internal Affairs (MIA)
  - Hon. J. Nahjohn Suah, Minister, MIA/Head, Subcommittee on Disaster Mitigation, Relief & Reconstruction
  - " Sunday B. Onadeko, Assistant Minister/Urban Affairs
  - " Joseph T. Kendema, Assistant Minister/Communal Farming
  - " Ernest B. Vaye, Director/Urban Affairs
5. MONROVIA CITY CORPORATION (MCC)
  - Hon. Daniel G. Johnson, Mayor, MCC
  - " Frank A. Krah, Councilman, MCC

6. Ministry of Justice

- Hon. Francis Garlawolo, Minister/Head, Subcommittee on Crime Prevention
- " Korboi Johnson, Deputy Minister/Administration

B. NATIONAL HABITAT SECRETARIAT

- Hon. J. Fulton Dunbar, Managing Director, NHA
- Mr. James G. Bartuah, Programme Officer, NHA/Coordinator, Secretariat
- " Frank A. krah, Executive Assistant, NHA
- " James S.K. Cooper, Community Services Manager, NHA
- Ms. Mariea Grigsby, Gender Promotion Officer, NHA
- Mr. Lancedell Matthews, Executive Director, New African Research & Development Agency (NARDA)
- Hon. Sunday B. Onadeko, Assistant Minister/Urban Affairs, MIA
- " Joseph T. Kendema, Assistant Minister/Communal Farming, MIA
- Mr. Ernest B. Vaye, Director/Urban Affairs, MIA

C. HABITAT II SUBCOMMITTEE ON "GOVERNANCE"

- Hon. Amelia Ward, Private Business Woman (Consultant, Abused Women & Girls Project/National Women Commission & Former Minister, Ministry of Planning & Economic Affairs
- " George K. Yarkpa, Deputy Director, Bureau of State Enterprise (BSE)
- " Edwin K. Tetteh, Assistant Director, BSE
- " Daniel G. Johnson, City Mayor, City of Monrovia, MCC
- Mr. A. Kanie Wesso, Legal Assistant, MCC
- " Dah-Wula Quoikapor, II, Chief Administrative Officer, MCC
- " George Dahn, Director/International Cooperations, MCC

D. HABITAT II SUBCOMMITTEE ON "POVERTY REDUCTION"

- Dr. Roland Massaquoi, Minister/Agriculture & Head, Subcommittee on "Poverty Reduction"
- Mr. Eric Eastman, Deputy Minister/Planning, Ministry of Agriculture
- " P. Sebastain Smith, Executive Director/National Investment Commission
- " Lancedell Matthews, Executive Director/NARDA

E. HABITAT II SUBCOMMITTEE ON "ENVIRONMENT MANAGEMENT"

- Hon. J. Kla Toomey, Chairman, Standing Committee on Lands, Mines and Energy/Environmental, Transitional Legislative Assembly
- " Albert Chie, Assistant Minister, Lands, Mines & Energy
- " Isaac N. Vaye, Assistant Minister/Construction, Ministry of Public Works
- " Sunday Onadeko, Assistant Minister/Urban Affairs, Ministry of Internal Affairs
- Dr. Ben Roberts, Dean, College of Liberal Arts, University of Liberia
- Mr. Richard Sambolah, Executive Consultant, Society for the Conservation of Nature of Liberia
- " Donald G. Kokeh, Ministry of Rural Development
- " Henry O. Williams, Executive Director, Pollution Control Association of Liberia (POCAL)
- " Isaac S. Zawolo, Jr., Liberia Water & Sewer Corporation (LWSC)
- " Clarence M. Momoh, Technical Assistant/Managing Director, LWSC
- " Llewellyn J. Bing, Forestry Development Authority (FDA)

F. HABITAT II SUBCOMMITTEE ON "SHELTER"

- Hon. J. Fulton Dunbar, Managing Director/Head of Committee
- Mr. M. Hne Coleman, Manager, Operations & Implementations, NHA
- " James S.K. Cooper, Community Services Manager, NHA
- " Frank A. Krah, Executive Assistant/Managing Director, NHA
- " R. Anthony Delaney, Manager, Planning & Research, NHA
- " Mulbah Johnson, Executive Director/Don Bosco Rehabilitation Programme
- " F.A. Caesar, Liberia Chamber of Architects
- " Edwin B. Johnson, Liberia Engineering Society
- Ms. Mariea Grigsby, Gender Promotion Officer, NHA
- Hon. John Yorley, Chairman, Transitional Legislative Assembly Committee on Ministries of Public Works and Rural Development
- Mr. Varkabah Kromah, Administrative Assistant/TLA Committee on Public Works & Rural Development



HABITAT II SUBCOMMITTEE ON "SHELTER" CONT'D

- Hon. Veto A. Mason, Private Businessman/Formar Managing Director, NHA
- Mr. Edmund Dillon, Executive Director/Liberia Opportunitie Industrialization Center (LOIC)

G. HABITAT II SUBCOMMITTEE ON "DISASTER MITIGATION, RELIEF & RECONSTRUCTION"

- Hon. Sunday Onadeko, Assistant Minister/Urban Affairs, MIA
- " Joseph T. Kendema, Assistant Minister/Communal Farming, MI
- Mr. Ernest B. Vaye, Director/Urban Affairs, MIA

H. HABITAT II SUBCOMMITTEE ON "CRIME PREVENTION"

- Hon. Francis Garlawolo Minister of Justice/Head, Subcommittee on "Crime Prevention"
- " Korboi Johnson, Deputy Minister/Administration, Ministry of Justice

I. NATIONAL CONSULTANTS

- Mr. Sylvanus B. O'Connor, Preparation of National Report
- " Andrew Bropleh, Liberia Indicators Programme

## APPENDIX 2

### REPORT ON THE WORKING SESSIONS BY THE NPA SUB-COMMITTEE ON SHELTER, ON THE PREPARATION OF THE NATIONAL PLAN OF ACTION

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Following discussions on the key highlighted issues on shelter delivery, the sub-committee members concluded as follows:

#### (1) MOBILIZATION OF FINANCE FOR INVESTMENT IN HOUSING AND INFRASTRUCTURE DEVELOPMENT

##### CONSTRAINTS/PROBLEMS:

- lack of appropriate legal framework to enforce the collection of rent and protect the mutual interests of owner/landlord and tenants;
- lack of innovative/non-conventional financial mechanism that will enhance or encourage the informal sector to participate in shelter/housing finance;
- inappropriate targeting of subsidy limits the expansion of the housing industry;
- the departure of the principal housing financing institution, NHSB from its traditional role of housing finance; and
- the unwillingness of financial institutions to adequately invest/lend funds for housing finance due to the inappropriate legislation regarding mortgage foreclosure.

##### OBJECTIVES:

The "action plan objective" is to:

- review and strengthen the existing legal framework to protect the interests of both lenders and beneficiaries and thereby safe-guarding cost-recovery on investment;
- remove bottlenecks and barriers that will hinder the participation of the informal sector in the housing market;
- revitalize the NHSB to enable it perform its traditional role through increased and diversified equity participation

for enhanced capital formation; and

- adopt policy measures for effective participation of the private (financial) institutions in the housing market for large-scale shelter delivery.

PROJECT FORMULATION:

- the adoption of a framework to promote action to revise the existing legal framework to facilitate the enhancement of the housing market;
- mobilization of various institutions, groups and individuals to re-direct adequate resources into housing finance; and
- setting into motion innovative credit schemes that will allow low-income groups particularly artisans and craftsmen and vulnerable groups to have access to some form of credit for post war recovery of human settlements through the establishment of micro-enterprises (small-scale business).

FOOT NOTE:

INTERNATIONAL COOPERATION:

The assistance of the international community such as the World Bank, EU, USAID, UN System and other major donor agencies both bilateral and multi-lateral agencies, is an essential ingredient for the successful implementation of these projects designed for the rehabilitation and reconstruction of shelter and its related services in the post-war scenario

(2) APPROPRIATE LAND TENURE SYSTEM TO FACILITATE ADEQUATE SUPPLY OF LAND FOR SHELTER DEVELOPMENT

CONSTRAINTS/PROBLEMS:

- poor supply of land, limiting large scale public/private housing construction;
- lack of access and tenure security for the poor, thereby resulting into poor housing conditions/slums;

- lack of proper land administration mechanism resulting in undue litigation and poor utilization of urban land;
- lack of appropriate real estate tax laws to guard against speculation thus affecting the supply of land.

#### OBJECTIVES:

The "action plan objective" is to:

- create the conditions that will make land easily accessible for public/private housing construction particularly for the poor by removing existing barriers and bottlenecks.

#### PROJECT FORMULATION:

- relevant agencies both public and private should be encouraged to create a forum for the discussion of land related issues as it affects land supply for housing and urban development;

#### INTERNATIONAL COOPERATION:

The assistance of the international community such as the World Bank, EU, USAID, UN System and other major donor agencies both bilateral and multi-lateral agencies, is an essential ingredient for the successful implementation of these projects designed for the rehabilitation and reconstruction of shelter and its related services in the post-war scenario.

Assistance can be in the form of both direct grants and technical assistance.

#### (3) DEVELOPMENT OF APPROPRIATE LEGISLATION TO FACILITATE SHELTER DELIVERY PROCESSES

#### CONSTRAINTS/PROBLEMS:

- lack of adequate legislation to promote investment for large-scale shelter delivery involving all actors;
- poor land tenure legislations, tortuous debt recovery laws

and procedures; and inappropriate legislations to promote private investment in shelter/infrastructure development;

- insufficient construction/zoning regulations to promote appropriate building technology for the poor, as well as inappropriate zoning and land-use strategies to accommodate the informal sector;

- lack of legislative/institutional framework and arrangements that will encourage public/private/community sector collaboration in planning, coordination and implementation of shelter policies and strategies development.

#### OBJECTIVES:

The "action plan objective" is to:

- review existing legislation and enact new laws with the view to strengthening the delivery of shelter by removing bottlenecks and impediments.

#### PROJECT FORMULATION:

~~- holding of a series of consultative sessions (workshops, seminars, etc.) involving all actors to discuss the legal and administrative impediments affecting the successful delivery of land for shelter and urban development; strong advocacy for social mobilization for mass awareness, and education on the problems and issues in the sector for action; and~~

- encouragement of the formation of a parliamentary contact group on human settlements that will maintain appropriate contacts with global parliamentarians through UNCHS.

#### (4) APPROPRIATE CONSTRUCTION AND ZONING REGULATIONS AND BYE-LAWS TO ACCOMMODATE AND GUIDE THE INFORMAL SECTOR'S SHELTER INITIATIVES IN THE DEVELOPMENT OF PLANNED COMMUNITIES

#### CONSTRAINTS/PROBLEMS:

- the lack of appropriate building codes to accommodate the desire of the informal sector;

- lack of appropriate infrastructural facilities design standards to service spontaneous settlements;
- the lack for physical master planning to regulate zoning regulations and bye-laws to enforce standards, proper land-use and spatial planning in the development of settlements.

OBJECTIVES:

The "action plan objective" is to:

- initiate moves to revise existing building construction and planning standards, and bye-laws for zoning, to reflect the existing realities of settlements;

PROJECT FORMULATION:

- upgrading of existing marginalized and unserved communities with critical needs for basic infrastructure and services due to high population density for improved health, security, and social cohesion.

(5) INEFFECTIVE INSTITUTIONAL CAPACITY AND ARRANGEMENTS TO FORMULATE AND GUIDE THE IMPLEMENTATION OF SHELTER DEVELOPMENT POLICIES AND STRATEGIES

CONSTRAINTS/PROBLEMS:

- lack of proper framework for policy formulation and development in the shelter sector;
- need for proper coordination and monitoring of the implementation of strategies in the delivery of services in the shelter sector, resulting in improper reporting, documentation and uncoordinated actions;
- non-representation of the sectoral lead agency of government, the NHA, on the governing and regulatory national commission of vocational institutions;
- lack of sectoral co-ordination/linkage in the national socio-economic planning processes.

OBJECTIVES:

The "action plan objective" is to:

- create an enabling environment for the participation of all key shelter sector actors in the formulation and development of policies and the planning, coordination and implementation of strategies for smooth delivery of services in the sector.

PROJECT FORMULATION:

- establishment of a National Human Settlements Commission with a well staffed secretariat and equipped with the necessary logistical and financial needs to carry out the task of formulating, supervising and monitoring human settlements policies and strategies.

(6) EFFECTIVE TRAINING PROGRAMS AND SCHEMES TO FACILITATE THE DEVELOPMENT OF THE RELEVANT SKILLS TO SUPPORT THE SHELTER DEVELOPMENT ACTIVITIES

CONSTRAINTS/PROBLEMS:

- lack of appropriate training schemes in various construction disciplines to provide practical knowledge in enhanced indigenous building technics, and in appropriate technologies to address the issues of affordable mass housing delivery;
- lack of broad-based training facilities and programs to involve the participation of community groups and other grassroots community organization/actors to acquire skills in the provision and maintenance of basic infrastructure as well as the management and administration of settlements; and
- lack of adequate trained manpower to enable the sectoral lead agency (NHA) to effectively facilitate the housing delivery process, coordinate and monitor performance in the sector for the overall development of housing and human settlements.

## OBJECTIVES:

The "action plan objective" is to:

- develop the capacity of existing training institutions involved in shelter to ensure the adequate supply of trained manpower for service delivery in the sector, including community groups as well as developing the technical management staff of NHA to enhance its capacity to perform the sector lead agency functions.

## PROJECT FORMULATION:

- assistance to training institutions to strengthen their training programs and expansion (decentralization) of services by establishing satellite centers in the various counties to accommodate the training of additional technical manpower (especially amongst the vulnerable returnee groups), in the various communities throughout the country;
- technical assistance for the staff upgrading and development training programs (of the NHA) through on-the-job/in-service training, short study tours, refresher courses, and degree granting scholarships for specialized training in shelter and human settlements management areas.

## INTERNATIONAL COOPERATION:

- Same as previous pages.

## (7) DEVELOPMENT OF APPROPRIATE RESEARCH CAPACITY TO FACILITATE THE DEVELOPMENT OF LOCAL MATERIALS AND TECHNOLOGY BASED ON TRADITIONAL PRACTICES

### CONSTRAINTS/PROBLEMS:

- Lack of the basis for evolving a policy direction which will set the rationale for the need for research as a basis for sustainable economic and technological development;
- lack of appropriate research institutions/establishments to conduct studies into alternative low-cost building materials and technologies to reduce the reliance on high priced imported building materials;
- non-involvement of community-based groups in research



application and methods of production to improve quality, suitability and acceptability.

#### OBJECTIVES:

The "action plan objective" is to:

- set up building materials research stations/centers in Monrovia, with sub-stations throughout all regions of the country;
- strengthen the materials testing capacity of the MPW to establish design and utilization standards, reliability, and durability, taking into consideration the concerns of low-income groups;
- manufacture simple tools and equipment to produce alternative building materials utilizing indigenous technologies;
- develop the capacity for the research data collection, for referencing and dissemination to all interested parties; facilitate through information exchanges with renowned building materials/technology research stations/institutions worldwide; also through active linkages with the engineering and science departments of the University of Liberia.

#### PROJECT FORMULATION:

- establishment of research institutions and stations to facilitate the development of alternative/indigenous building materials and technologies for mass housing delivery;
- setting up of experimental pilot projects to test the application of products for suitability and commercialization;
- establishment of production centers nationwide for large-scale production of indigenous building materials, with the involvement of community and vulnerable groups to facilitate the income generation for to sustain livelihood;
- establishment of loan facilities for private sector entrepreneurs to set up medium to large scale building materials production units in large cities and towns throughout the country.

#### INTERNATIONAL COOPERATION:

- Same as previous pages.



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West Africa



REPORT OF THE SUBCOMMITTEE

ON

ENVIRONMENTAL MANAGEMENT

OF THE

NATIONAL PREPARATORY COMMITTEE FOR THE UNITED NATIONS  
CONFERENCE ON HUMAN SETTLEMENT (HABITAT II)

NATIONAL PLAN OF ACTION FOR THE ENVIRONMENT  
(1996 - 2000)

MONROVIA, LIBERIA  
FEBRUARY 20, 1996

APPENDIX III



Republic of Liberia  
**MINISTRY OF LANDS, MINES & ENERGY**  
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Assistant Minister for Mineral and  
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MINISTRY OF LANDS, MINES & ENERGY - CHAIRMAN

2. Hon. Isaac N. Vaye  
Assistant Minister for Construction  
MINISTRY OF PUBLIC WORKS

3. Hon. Sunday Onadeto  
Assistant Minister for  
Urban Affairs  
MINISTRY OF INTERNAL AFFAIRS

4. Hon. J. Kla Toomey  
Chairman, Standing Committee on  
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TRANSITIONAL LEGISLATIVE ASSEMBLY

5. Dr. Ben Roberts  
Dean, College of Liberal Arts  
UNIVERSITY OF LIBERIA

6. Mr. Richard Sambolah  
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SOCIETY FOR THE CONSERVATION  
OF NATURE OF LIBERIA

7. Mr. Henry O. Williams  
Executive Director  
POLLUTION CONTROL ASSOCIATION  
OF LIBERIA

8. Mr. Donald G. Kokeh  
MINISTRY OF RURAL DEVELOPMENT

9. Mr. Isaac S. Zawolo, Jr.  
LIBERIA WATER & SEWER CORP.

10. Mr. Alfred F. Kotio  
FORESTRY DEVELOPMENT AUTHORITY

11. Mr. Clarence M. Momoh  
LIBERIA WATER & SEWER CORP.

12. Mr. Llewellyn J. Bing  
FORESTRY DEVELOPMENT AUTHORITY

MAJOR EVENTS	TARGET YEAR			
	1996	1997	1998	1999
1. ENVIRONMENTAL LEGISLATION	*****			
a) Review of existing legislations and regulations	*****			
b) Enactment of an "Environmental Act"	*****			
c) Establishment of a lead institution	*****			
2. Environmental Public Awareness, including Training	*****			
3. Ratification of International Conventions	*****			
4. Establishment of environmental database	*****			
5. Rehabilitation of water purification plants	*****			
6. COASTAL ZONE MANAGEMENT	*****			
a) assesment of marine resources	*****			
b) coastal erosion research/beach monitoring	*****			
c) control of coastal erosion	*****			
d) emplacement of mechanisms to monitor coastal waters	*****			
7. WASTE MANAGEMENT	*****			
a) Privatization of waste collection and recycling	*****			
b) assesment of waste streams	*****			
c) rehabilitation of sewage treatment plants	*****			
8. NATURE CONSERVATION	*****			
a) Establishment of mangrove plantations	*****			
b) Creation of additional protected areas	*****			
9. Reactivation of hydro-met stations	*****			
10. Establishing and equipping a national met. service	*****			
11. Inventories of Carbon dioxide emmissions	*****			
12. Emplacement of air quality monitoring equipment	*****			
13. Land reclamation research	*****			
14. Noise pollution research	*****			

## I.0 Introduction

### 1.01 The Process

The Subcommittee on Environmental Management was one of several organs set up by the National Preparatory Committee for Habitat II. All members of the Interministerial Committee on the Environment - an inter-agency parastatal established by the Government of Liberia to manage the environmental program of the country - participated in the work of the subcommittee. In preparing the action plan, the subcommittee solicited views from grassroot organizations, community leaders and action groups, professionals in environmental and developmental affairs and local NGO's.

### 1.2 Background

The five-year (1996-2000) action plan for environmental management, designed in preparation for the "City Summit", is a significant step towards the conceptualization of plans towards the outcome of the United Nations Conference on Environment and Development (UNCED 1992), notably Agenda 21.

The plan was prepared in line with existing programs of the United Nations agencies and other regional and international concepts and programs, prominent among which are the followings: i) The various Conventions of UNCED, ii) Program of UNEP, iii) the African Common Position on the African Environment and Development Agenda, iv) the African Ministerial Conference on the Environment, v) the Monrovia Declaration, and vi) the Lagos Plan of Action.

#### 1.2.1 Overview of current Environmental Situation

The pre-war population level of Liberia is estimated at about 3.0 million. The bulk of this population lived in the rural sector of the country. During the civil crisis, massive exodus of people from the rural sector to urban centers occurred, resulting to over-population of urban centers. The population of Monrovia, the Capital City, rose from about 500,000 in 1990 to over 1.2 million in 1995. Other provincial

headquarters experienced fluctuation in population due to sporadic fighting.

Most Environmental problems that existed in the past intensified during the crisis. The most serious of them include solid waste and waste water management, pollution due to improper sewage disposal, water pollution, air pollution, coastal erosion, noise pollution and management of marine resources.

The war has destroyed most infrastructures of the cities. In Monrovia, for example, the sewer system is completely out of order. Latrines, rivers, beaches and land surface are used to dispose of human wastes. The city is contaminated with garbage due to the inability of the Government to provide the necessary logistics to control and dispose of garbage. The city is also experiencing urban congestion and the effects of climate change due to global warming. These include sporadic rains, flooding and erosion.

Coastal erosion is common all along the coastal belt of Liberia. The most common areas of occurrence are Monrovia, Robertsport, Buchanan Greenville and Harper. The situation in Monrovia is the worst of all due to population congestion along the coastal settlements of the city.

The forest and its associated resources suffered degradation in the pre-war era and during the civil crisis. Uncontrolled felling of logs and indiscriminated hunting of games have been serious problems. Although some areas in the hinterland which were abandoned during the civil crisis made some improvements in the regrowth of vegetation cover, increase in fallow period, increase in soil fertility and increase in wildlife population, in some secure settlements, however, human activities produced adverse impacts on the environment. Dynamiting as a means of harvesting fish, cutting down of mangrove vegetation for fuelwood and charcoal and intensive commercial gardening have brought intense pressure on an already-fragile urban infrastructure.

## 2.0 Overall objectives of the Environmental Action Plan (1996-2000)

The most cardinal objective is to design environmental programs in an intergrated manner to alleviate the burden of ignorance, disease and poverty and to protect the resource base on which future development will depend.

Sustainable development of human settlement in Liberia, especially in urban centers, will require broad-based concrete plans for nature conservation, coastal zone management, air quality control and climate change mitigation, waste management, land reclamation, water protection and waste water and sewage management.

## 2.1 Core problems in Environmental Management in Liberia

Environmental problems in Liberia are deep-rooted in poverty. The following intrinsic problems arise from this nucleus.

- I) Lack of adequate environmental Legislation to protect and conserve the environment.
- II) Non-enforcement of existing regulations
- III) Uncoordinated environmental activities
- IV) Failure to ratify all pertinent regional and international Conventions on environmental protection.
- V) Lack of the requisite technology, infrastructures and logistics to implement programs
- VI) Exchange of information with international environmental scientific, pressure and economic institutions inadequate.
- VII) Failure to integrate environment and development
- VIII) Non-involvement of the entire community in environmental programs
- IX) Inadequate public awareness programs
- X) Lack of well-organized environmental database
- XI) Lack of trained-manpower

## 3.0 Strategies/Project Formulation

1. To monitor and review the implementation of International Conventions and agreements
2. To review existing environmental Legislation and to enact a comprehensive and realistic "Environmental Act" through the facilitation of the Standing Committee on Lands, Mines and the Environment of Transitional Legislative Assembly.

3. To establish machineries to promote technical cooperation in research and technology transfer
4. To carry out a massive public awareness program through introduction of environmental management in school curricula, staging of dramas, seminars, and radio and television programs on environmental protection and conservation
5. To establish a lead institution that will oversee all environmental issues (eg. Ministry for Environmental Affairs)
6. To acquire the appropriate technology for cleaning up and protecting the environment.
7. To build the capacity of local personnel in environmental management

#### 4.0 Funding and Cost Evaluation

The "Polluter - pays" principle will generally be applied. Private sector participation in environmental management will strongly be encouraged. Additional cost will be borne by the Government of Liberia and assistance from the international community will be sought.

#### 5.0 International Cooperation and Assistance

Liberia has ratified the Convention on Climate Change and is now eligible to receive funding from the Global Environment Facility/World Bank, and the United States Country Studies Programs for projects like reforestation, Control of beach erosion, flooding, air pollution control, etc. More assistance is needed from the European Community to rehabilitate the water treatment plant of the country (The EC has been involved in water projects in Liberia). The United Nations Environment Program (UNEP) must get involved in assisting Liberia with environmental protection, most especially the control of coastal erosion and biodiversity conservation.

Since the civil crisis, the United Nations Program (UNDP) has not assisted Liberia with its environmental problems. As environment and development are intertwined, we ask the UNDP to make environmental protection in Liberia a top priority project. Assistance is now needed from this agency in preparing an environmental act and in establishing and equipping a lead institution for the environment.



## 6.0 Program Areas

### A. Coastal Zone Management

#### 1. Basis for Action

The coastal and marine environments of Liberia <sup>are</sup> being threatened by pollution, unscrupulous exploitation and the implementation of unsustainable development projects. These are manifested in seawater pollution from waste oil discharged from ships and oil spillage by international oil tankers, dumping of hazardous wastes at sea, poaching by foreign ships for fish, ey-sters, shrimps, etc, coastal erosion, and excretion on beaches.

#### 2. Objectives

To develop an integrated and comprehensive coastal zone management plan.

#### 3. Project Formulation

- a) Replacement of regulatory mechanism for the monitor of the territorial waters of Liberia to ensure compliance with international and local regulations.
- b) Assessment of Liberia's marine resources
- c) Research, plan and design of preventive devices to control beach erosion
- d) Improvement of the quality of beaches for recreation.

### B. Waste Management

#### 1. Basis for action

Wastes generated from residential and industrial facilities are dumped on uncontrolled dumpsites, burnt in the open air, or discharged to rivers, beaches, creeks, and other water courses.

#### 2. Objectives

- a) To institute an environmentally-sound, efficient waste collection and disposal system
- b) To utilize wastes
- c) To institute a revenue generation policy to sustain waste collection and disposal

3. Project Formulation

- a) Privatization of waste collection, disposal and utilization
- b) Assessment of wastes streams
- c) Institution of a tax structure for all waste generators
- d) Acquisition of technology for efficient method of collection, transfer and disposal of wastes.

C. Chemical Safety

1. Basis for action

- I) Lack of chemical emergency response plan
- II) Lack of effective monitoring mechanism
- III) Lack of general knowledge on the safe use of chemicals.

2. Objectives

The principal objectives will be to put into place a system to fund Chemical safety activities, illicit drug trafficking, and research on drug abuse.

3. Project Formulation

- a) Classify and properly label chemicals
- b) Institute activities to reduce the risk posed by the use of chemicals and to develop the use of safer alternatives.
- c) To identify and protect all traditional uses of biological resources that are compatible with conservation and sustainable use requirements.
- d) To conduct medical and biological diversity research
- e) To establish mangrove plantations
- f) To privatize national reforestation program
- g) To create additional protected areas.

E. Waste water and Sewage Management

1. Basis for action

The devastated sewage plant of Monrovia if rehabilitated, will be capable of treating only approximately 7% of the total domestic waste of over

1 million residents of Monrovia. Consequently, about 70 million gallons of untreated waste water will continuously be discharged to rivers. Furthermore only a mere 30% of the total area of Monrovia is served by the present sewage system. Most of the remaining areas use site disposal-septic tanks, pit latrines, etc., all of which pose health hazards.

## 2. Objectives

The main objective of this program area will be to ensure that treated waste water and sewage of acceptable quality reach areas of discharge so that they are suitable for human consumption, industrial use and propagation of aquatic life.

## 3. Project Formulation

- a) To design programs to utilize (eg. agriculture) the byproducts of sewage after treatment
- b) To rehabilitate and increase the capacity of the Monrovia Sewage plant
- c) To identify national bodies of water that have suffered quality degradation due to discharge of waste water and sewage into them and to take steps to reverse the effects.
- d) To ensure that industries install pre-treatment plants at their complexes.

## F. Air Quality Control/Climate Change

### 1. Basis for action

The atmosphere is constantly been polluted by gaseous emissions from uncontrolled burning of wastes, combustion of fossil fuels from transport vehicles and burning of forests. Indoor air pollution from charcoal and fuelwood is also a problem. Atmospheric pollution by greenhouse gases, principally  $\text{CO}_2$ , is causing global warming, whose effect include flooding, enhanced storm activities and coastal erosion.

### 2. Objectives

- 1) To plan programs to comply with obligations under UN Convention on Climate Change.

- II) To put in place efficient weather forecast mechanisms
- III) To minimize outdoor and indoor air pollution.

### 3. Project Formulation

- a) To establish a National Meteorological Service
- b) To reactivate the destroyed hydro-meteorological stations in Liberia
- c) To acquire technology to monitor air quality and minimize air pollution
- d) To carry out research on developing alternative energy resources and using energy efficiently.

### G. Groundwater and Surface Water Protection

#### 1. Basis for action

Since the civil crisis, Liberians have relied heavily on groundwater resources to meet their daily water needs due to the destruction of water treatment plants. The quality of surface and ground water has deteriorated in the last decade due to industrial activities, agricultural production and pollution from wastes.

#### 2. Objectives

The main objectives are to improve the quality of both surface and groundwater and to ensure that all residents of Liberia get safe drinking water by the year 2000, and to protect surface waters (rivers, creeks, Lakes and their resources.

#### 3. Project Formulation

- a) Continuous monitoring of Quality of water wells
- b) Treatment of water in unprotected wells
- c) Rehabilitation of the Monrovia water treatment plant and other plants in urban areas.
- d) Monitoring of quality of surface water and institution of measures to minimize pollution or contamination.
- e) Control of water wells construction

## H. Land Reclamation

### 1. Basis for action

Urban population, especially those of Monrovia and other major cities, are likely to increase significantly in the next five years as peace returns to Liberia and as more refugees are repatriated home. This demographic change will create an imbalance in the relationship between people, resources, environment and development.

### 2. Objectives

A significant portion of Monrovia is marshy and swampland. Appropriate strategies must be developed to assess the viability of these under-utilized lands and programs should be designed for their rehabilitation and reclamation so as to ease urban congestion.

### 3. Project Formulation

- a) To determine land use for sustainable development of human settlements
- b) To develop land tenure system for reclaimed lands
- c) To move squatters to lands so reclaimed.

## APPENDIX 4

### REPORT ON THE WORKING SESSIONS OF THE NPA SUB-COMMITTEE GROUP ON "GOVERNANCE" ON THE PREPARATION OF THE HABITAT II NATIONAL PLAN OF ACTION.

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#### INTRODUCTION:

Due to the unfortunate bereavement of the Head of this Sub-committee, the necessary administrative steps could not be taken on time to effect a replacement, or to organized the members to meet as a body to carry out the tasks set out. Consequently, the Secretariat prompted the Monrovia City Corporation (MCC) to take the initiative to lead working sessions on the sub-committee's issues. The attendance at the meetings were not perfect, but reflected a cross-section of the committee's composition. Further deliberations are to continue.

#### THE REPORT:

##### General:

The issue of governance within the context of Habitat II sub program is viewed as decentralization. Which is the transfer of responsibilities from the central government to subordinate levels of government, field units of government agencies, public corporations, NGOs, CBOs, etc. in the planning, management and revenue generation for shelter delivery.

#### BROAD OBJECTIVES

To promote a conducive environment for the transfer of certain responsibilities/duties to the local for shelter and related services delivery in the short term.

To establish a national framework for the development of policies, coordination of activities, monitoring of program/project implementation and mobilization of private/community groups to support human settlements.

#### PROBLEMS & ISSUES

- Lack of political will and commitment by the central government to allow local authorities (cities, townships, municipalities, burroughs) to operate by the Acts creating them.

- The need for existing legislations on Local Government (Administration) to be reviewed for amendments or make new legislations to promote accountability, popular participation and transparency at the local levels. And also to ratify existing UN protocol on shelter.
- The need for central government administration to transfer responsibilities to the local government administration particularly MCC. And for agencies of government to have offices and branches (as appropriate) in the political subdivisions (regional/county) to reduce over concentration in Monrovia.
- The need to empower local governments (particularly cities and towns) to levy appropriate local taxes and enforce compliance in order to raise revenues for effective local administration/ management and development.
- The need to train local administrators to perform effectively and also be able to handle new/additional responsibilities/duties using local training facilities particularly the Institute of Public Administration (IPA). And the strengthening of such local training institution for said task by way of technical assistance from the donor community.
- The need for local governments (cities/towns with emphasis on Monrovia) to transfer delivery of vital municipal services and management of basic urban infrastructure to private institutions, local NGOs and community groups through direct privatization or partnership formation.
- The need to review and harmonize the roles and relationship between the political autonomous agglomerations of Monrovia and MCC for proper land use and spatial planning by the City government to control overcrowding and pressure on infrastructure and other services as well as give defacto citizens of Monrovia a voice in running the City.
- The need to promote civic education of the citizenry and training in community management through local structures, churches, schools, NGOs, Human Rights Groups, etc.
- The need to establish a national framework (such as the National Human Settlements Commission) to develop policies, coordinate activities, monitor the implementation of programs/projects, and mobilize private and community support for human settlements issues.
- The need for the central government to provide financial assistance/grants through the National Development Budget to local NGOS, CBOS, etc. to compete for tax payers money and deliver better services.

- The need to strengthen NHA as the focal sectoral agency politically and financially to serve as a stable and reliable information source on human settlements.

#### ACTION PLAN

- Education: (for governmental and non-governmental entities): Sensitization/workshop/seminars/electronic and print media aimed at narrowing the gaps between the government at all levels and the people.
  - Community participation should be encouraged as an active part of the re-instated civic local government authorities immediately after resettlement.
  - Review and restructure local government administrative and financial systems to facilitate accountability and transparency, etc.
  - Reactivate existing initiatives aimed at strengthening local government offices and branches of state enterprises in the counties to allow for greater autonomy and capacity to make decision.
  - Develop appropriate taxation system to increase revenue generation at the local level and institute measures for the retention thereof of adequate financial resources to sustain their operations.
  - Provide regular training in public administration for public servants also the training of trainers in specific areas of needs in municipal management administration.
  - Implement, execute pilot programs to establish experiences in the sharing of responsibilities in the delivery of basic facilities and services such as electricity, water, and communication.
  - Effect appropriate mechanism that yield mutually beneficial and supportive working relationship and remove the notion of isolationism and protectionism and public service delivery between local government entities. For example, the delivery of utilities and infrastructure services which are administer by MCC, whereas the management of such services and political administration of the localities reserve for the local administration of the townships and burroughs.
- Training in civic duties, rights, and responsibilities: through a series of workshops, seminars, prints/electronic media, advocacy groups, school curriculum, CBOs/NGOs, Interest Groups, etc.
- Local NGOs/CBOs to have assets to local authority budget for



development based on qualification by preset criteria.

- Election instead of appointment of local authority officials

## APPENDIX 5

### REPORT ON THE WORKING SESSIONS OF THE NPA SUB-COMMITTEE GROUP ON "DISASTER MITIGATION, RELIEF AND RECONSTRUCTION", ON THE PREPARATION OF THE HABITAT II NATIONAL PLAN OF ACTION.

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#### INTRODUCTION:

This sub-committee was unable to meet to fully carry out its tasks, due to the institutional entanglements, which exist by virtue of current official arrangements made to address the existing emergencies caused by the civil crisis. However, in order to stimulate some basic reactions to set the pace for future work, of this sub-committee, the Habitat II Secretariat and some members of the Steering committee met and held discussions with the GPA sub-committee's head, the Ministry of Internal Affairs (MIA). The outcome of this working session forms the basis of this report.

#### CONSTRAINTS/PROBLEMS:

Subject to further research for confirmation, the government set up a disaster commission prior to the war (in 1972), with the MIA as its head. This move was apparently motivated by two man-made disaster occurrences at the time. Upon completion of its work, a small unit was kept (but largely dormant) at the MIA. With the civil crisis, the interim government set up a new commission, the Liberia Repatriation, Resettlement and Rehabilitation Commission (LRRRC), for the expressed purpose of dealing with the emergencies of the civil crisis. Furthermore, when the West Point flooding disaster occurred in late 1995, the government in response set up another committee (including the MIA).

From these actions, it would appear that the disaster unit (department) at the MIA is non-functional, and to all intents and purposes, unrecognised (or perhaps non-existent) as a statutory body responsible for this function by the government.

Consequently, it could be concluded that there exists neither the capacity nor the framework to address in a definitive way the issues of disaster prevention and mitigation.

#### OBJECTIVES:

In this scenario, the overriding action plan objectives would be to:

- take the necessary steps to enable the government to address the issue of establishing a permanent focal point for disaster mitigation, relief and reconstruction, particularly to handle disaster prevention and mitigation;

- enable the clear delineation of the roles between a statutory body which will handle primarily disaster prevention and mitigation, and ad hoc bodies which will be formed from time to time (by the government) in its efforts to mobilize resources for disasters.

ACTION PLAN PROPOSALS:

- Raise awareness as to the need to develop concrete measures (through the setting up of a statutory focal point) for disaster prevention and mitigation, including but not limited to the development of the appropriate legislations, designs, and environmental control measures to control actions;

- ratify all existing U.N. protocols on disaster, including participation in the International Decade for Natural Disaster Reduction (IDNDR); and

- establish training schemes through local government authorities to raise awareness amongst communities, nationwide.

## APPENDIX 6

### REPORT ON THE WORKING SESSIONS OF THE NPA SUB-COMMITTEE GROUP ON "POVERTY REDUCTION", ON THE PREPARATION OF THE HABITAT II NATIONAL PLAN OF ACTION.

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The informal commercial sector is where the majority of Liberian entrepreneurs participate and it consist mainly of small urban based units of production and domestic trade which are classified as micro-enterprises. It is estimated that 40% of gainful employment in Monrovia before the crisis took place in this sector. While at present it accounts for 60% and was 100% at some point during the crisis.

It is expected that with peace and the eventual return of people to the country and or their places of residences, the informal sector which contributes largely to poverty reduction must be recognized supported and developed in terms of appropriate policies, legislations, capital lending, training etc. Since it is a reality that industrial revitalization will take a longer time, and people would engage in business of some kind to maintain themselves and families. Therefore, micro-enterprises in shelter delivery stand a good chance for development in leiu of rehabilitation and reconstruction and the opportunity it will offer particularly to ex-combatants to use their hands for reconciliation.

#### Attachments:

(a) The following sheets are extracted from the section of the NARDA round table conference (held in 1992 on the Reconstruction and Rehabilitation of post-war Liberia) report on "Entrepreneurial and Business Development". The issues and concerns expressed therein also address the topic of "poverty alleviation", and indicative of the current thoughts regarding its importance to the reconstruction process.

(b) A copy of a paper indicating emerging policy directions for poverty alleviation, recently delivered by the Minister of Agriculture (head, NPA sub-committee on Poverty alleviation) at a workshop held in Monrovia, Liberia.

# ENTREPRENEURIAL AND BUSINESS DEVELOPMENT

## KEY FACTS: a Description of the Business Sector in Liberia

The Liberian business structure includes a small formal and a large and active urban informal sector. Prior to the civil war, the formal sector was engaged principally in consumer product imports and commodity exports, retailing and wholesaling, construction, insurance and banking services. Very few firms employed more than 50 persons. Manufacturing was underdeveloped, contributing 5.1 percent of GDP in 1989. The manufacturing sector was engaged in food processing, wood-based products, cement and chemicals, building materials, and beverages to supply the domestic market. Export of manufactured goods was negligible. Virtually all raw materials for manufacturing had to be imported. Monetary and tariff policies had the tendency to make the domestic market more attractive to local manufacturers.

The informal commercial sector, where the bulk of Liberian entrepreneurs were found, consisted mostly of small urban-based units of production and domestic trade. These are classified as micro-enterprises and include the ubiquitous 'yannah boys', 'market women', 'wheel barrow boys', etc. The range of activities of these micro-enterprises include street hawking, bakeries and "cook shops", laundry, food kiosks, handicrafts, tailoring, and "blacksmithing". Other activities include maintenance/repair shops for vehicles, domestic electrical appliances, shoes, etc. It is estimated that as high as 40 percent of gainful employment in Monrovia before the civil war was in these micro-enterprises.

All indicators show that the re-emergent structure of commercial activities in the economy will be identical to that of the pre-civil war.

Sixty-four percent of all businesses registered to date are foreign owned or have significant foreign interest. Eighty-three percent of all old businesses which have re-registered are foreign-owned. But Figure 1 shows that slightly more than three out of every four new businesses registering since 1989 are Liberian-owned. It also reveals a declining trend in new business registration suggesting a contraction in business opportunities in the economy.

The large number of Liberian-owned small, medium, and micro-enterprises emerging for the first time indicates an upsurge in individual initiatives in response to the need for survival. Whether this is a temporary phenomenon or will lead to long term re-structuring of the commercial sector depends on the supporting institutional arrangements which will allow them to thrive; and on opportunities to create new business by re-structuring Liberia's trade with the rest of the world. Figure 2 shows Liberia's trade with the rest of the world from 1985 to 1987 in current prices. It shows a favourable balance of exports over imports for the three years. But the graph also shows a steady decline in the value of exports which is largely commodity-based.

## 6.0 Program Areas

### A. Coastal Zone Management

#### 1. Basis for Action

The coastal and marine environments of Liberia<sup>are</sup> being threatened by pollution, unscrupulous exploitation and the implementation of unsustainable development projects. These are manifested in seawater pollution from waste oil discharged from ships and oil spillage by international oil tankers, dumping of hazardous wastes at sea, poaching by foreign ships for fish, oysters, shrimps, etc, coastal erosion, and excretion on beaches.

#### 2. Objectives

To develop an integrated and comprehensive coastal zone management plan.

#### 3. Project Formulation

- a) Replacement of regulatory mechanism for the monitor of the territorial waters of Liberia to ensure compliance with international and local regulations.
- b) Assessment of Liberia's marine resources
- c) Research, plan and design of preventive devices to control beach erosion
- d) Improvement of the quality of beaches for recreation.

### B. Waste Management

#### 1. Basis for action

Wastes generated from residential and industrial facilities are dumped on uncontrolled dumpsites, burnt in the open air, or discharged to rivers, beaches, creeks, and other water courses.

#### 2. Objectives

- a) To institute an environmentally-sound, efficient waste collection and disposal system
- b) To utilize wastes
- c) To institute a revenue generation policy to sustain waste collection and disposal

3. Project Formulation

- a) Privatization of waste collection, disposal and utilization
- b) Assessment of wastes streams
- c) Institution of a tax structure for all waste generators
- d) Acquisition of technology for efficient method of collection, transfer and disposal of wastes.

C. Chemical Safety

1. Basis for action

- I) Lack of chemical emergency response plan
- II) Lack of effective monitoring mechanism
- III) Lack of general knowledge on the safe use of chemicals.

2. Objectives

The principal objectives will be to put into place a system to fund Chemical safety activities, illicit drug trafficking, and research on drug abuse.

3. Project Formulation

- a) Classify and properly label chemicals
- b) Institute activities to reduce the risk posed by the use of chemicals and to develop the use of safer alternatives.
- c) To identify and protect all traditional uses of biological resources that are compatible with conservation and sustainable use requirements.
- d) To conduct medical and biological diversity research
- e) To establish mangrove plantations
- f) To privatize national reforestation program
- g) To create additional protected areas.

E. Waste water and Sewage Management

1. Basis for action

The devastated sewage plant of Monrovia if rehabilitated, will be capable of treating only approximately 7% of the total domestic waste of over

1 million residents of Monrovia. Consequently, about 70 million gallons of untreated waste water will continuously be discharged to Rivers. Furthermore only a mere 30% of the total area of Monrovia is served by the present sewage system. Most of the remaining areas use site disposal-septic tanks, pit latrines, etc., all of which pose health hazards.

## 2. Objectives

The main objective of this program area will be to ensure that treated waste water and sewage of acceptable quality reach areas of discharge so that they are suitable for human consumption, industrial use and propagation of aquatic life.

## 3. Project Formulation

- a) To design programs to utilize (eg. agriculture) the byproducts of sewage after treatment
- b) To rehabilitate and increase the capacity of the Monrovia Sewage plant
- c) To identify national bodies of water that have suffered quality degradation due to discharge of waste water and sewage into them and to take steps to reverse the effects.
- d) To ensure that industries install pre-treatment plants at their complexes.

## F. Air Quality Control/Climate Change

### 1. Basis for action

The atmosphere is constantly been polluted by gaseous emissions from uncontrolled burning of wastes, combustion of fossil fuels from transport vehicles and burning of forests. Indoor air pollution from charcoal and fuelwood is also a problem. Atmospheric pollution by greenhouse gases, principally  $\text{CO}_2$ , is causing global warming, whose effect include flooding, enhanced storm activities and coastal erosion.

### 2. Objectives

- 1) To plan programs to comply with obligations under UN Convention on Climate Change.



II) To put in place efficient weather forecast mechanisms

III) To minimize outdoor and indoor air pollution.

3. Project Formulation

- a) To establish a National Meteorological Service
- b) To reactivate the destroyed hydro-meteorological stations in Liberia
- c) To acquire technology to monitor air quality and minimize air pollution
- d) To carry out research on developing alternative energy resources and using energy efficiently.

G. Groundwater and Surface Water Protection

1. Bas/s for action

Since the civil crisis, Liberians have relied heavily on groundwater resources to meet their daily water needs due to the destruction of water treatment plants. The quality of surface and ground water has deteriorated in the last decade due to industrial activities, agricultural production and pollution from wastes.

2. Objectives

The main objectives are to improve the quality of both surface and groundwater and to ensure that all residents of Liberia get safe drinking water by the year 2000, and to protect surface waters (rivers, creeks, Lakes and their resources.

3. Project Formulation

- a) Continuous monitoring of Quality of water wells
- b) Treatment of water in unprotected wells
- c) Rehabilitation of the Monrovia water treatment plant and other plants in urban areas.
- d) Monitoring of quality of surface water and institution of measures to minimize pollution or contamination.
- e) Control of water wells construction

## H. Land Reclamation

### 1. Basis for action

Urban population, especially those of Monrovia and other major cities, are likely to increase significantly in the next five years as peace returns to Liberia and as more refugees are repatriated home. This demographic change will create an imbalance in the relationship between people, resources, environment and development.

### 2. Objectives

A significant portion of Monrovia is marshy and swampland. Appropriate strategies must be developed to assess the viability of these under-utilized lands and programs should be designed for their rehabilitation and reclamation so as to ease urban congestion.

### 3. Project Formulation

- a) To determine land use for sustainable development of human settlements
- b) To develop land tenure system for reclaimed lands
- c) To move squatters to lands so reclaimed.

## APPENDIX 4

### REPORT ON THE WORKING SESSIONS OF THE NPA SUB-COMMITTEE GROUP ON "GOVERNANCE" ON THE PREPARATION OF THE HABITAT II NATIONAL PLAN OF ACTION.

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#### INTRODUCTION:

Due to the unfortunate bereavement of the Head of this Sub-committee, the necessary administrative steps could not be taken on time to effect a replacement, or to organized the members to meet as a body to carry out the tasks set out. Consequently, the Secretariat prompted the Monrovia City Corporation (MCC) to take the initiative to lead working sessions on the sub-committee's issues. The attendance at the meetings were not perfect, but reflected a cross-section of the committee's composition. Further deliberations are to continue.

#### THE REPORT:

##### General:

The issue of governance within the context of Habitat II sub program is viewed as decentralization. Which is the transfer of responsibilities from the central government to subordinate levels of government, field units of government agencies, public corporations, NGOs, CBOs, etc. in the planning, management and revenue generation for shelter delivery.

#### BROAD OBJECTIVES

To promote a conducive environment for the transfer of certain responsibilities/duties to the local for shelter and related services delivery in the short term.

To establish a national framework for the development of policies, coordination of activities, monitoring of program/project implementation and mobilization of private/community groups to support human settlements.

#### PROBLEMS & ISSUES

- Lack of political will and commitment by the central government to allow local authorities (cities, townships, municipalities, burroughs) to operate by the Acts creating them.

- The need for existing legislations on Local Government (Administration) to be reviewed for amendments or make new legislations to promote accountability, popular participation and transparency at the local levels. And also to ratify existing UN protocol on shelter.
- The need for central government administration to transfer responsibilities to the local government administration particularly MCC. And for agencies of government to have offices and branches (as appropriate) in the political subdivisions (regional/county) to reduce over concentration in Monrovia.
- The need to empower local governments (particularly cities and towns) to levy appropriate local taxes and enforce compliance in order to raise revenues for effective local administration/ management and development.
- The need to train local administrators to perform effectively and also be able to handle new/additional responsibilities/duties using local training facilities particularly the Institute of Public Administration (IPA). And the strengthening of such local training institution for said task by way of technical assistance from the donor community.
- The need for local governments (cities/towns with emphasis on Monrovia) to transfer delivery of vital municipal services and management of basic urban infrastructure to private institutions, local NGOs and community groups through direct privatization or partnership formation.
- The need to review and harmonize the roles and relationship between the political autonomous agglomerations of Monrovia and MCC for proper land use and spatial planning by the City government to control overcrowding and pressure on infrastructure and other services as well as give defacto citizens of Monrovia a voice in running the City.
- The need to promote civic education of the citizenry and training in community management through local structures, churches, schools, NGOs, Human Rights Groups, etc.
- The need to establish a national framework (such as the National Human Settlements Commission) to develop policies, coordinate activities, monitor the implementation of programs/projects, and mobilize private and community support for human settlements issues.
- The need for the central government to provide financial assistance/grants through the National Development Budget to local NGOS, CBOS, etc. to compete for tax payers money and deliver better services.

- The need to strengthen NHA as the focal sectoral agency politically and financially to serve as a stable and reliable information source on human settlements.

#### ACTION PLAN

- Education: (for governmental and non-governmental entities): Sensitization/workshop/seminars/electronic and print media aimed at narrowing the gaps between the government at all levels and the people.
  - Community participation should be encouraged as an active part of the re-instated civic local government authorities immediately after resettlement.
  - Review and restructure local government administrative and financial systems to facilitate accountability and transparency, etc.
  - Reactivate existing initiatives aimed at strengthening local government offices and branches of state enterprises in the counties to allow for greater autonomy and capacity to make decision.
  - Develop appropriate taxation system to increase revenue generation at the local level and institute measures for the retention thereof of adequate financial resources to sustain their operations.
  - Provide regular training in public administration for public servants also the training of trainers in specific areas of needs in municipal management administration.
  - Implement, execute pilot programs to establish experiences in the sharing of responsibilities in the delivery of basic facilities and services such as electricity, water, and communication.
  - Effect appropriate mechanism that yield mutually beneficial and supportive working relationship and remove the notion of isolationism and protectionism and public service delivery between local government entities. For example, the delivery of utilities and infrastructure services which are administer by MCC, whereas the management of such services and political administration of the localities reserve for the local administration of the townships and burroughs.
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development based on qualification by preset criteria.

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#### OBJECTIVES:

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ACTION PLAN PROPOSALS:

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- establish training schemes through local government authorities to raise awareness amongst communities, nationwide.



## APPENDIX 6

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#### Attachments:

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# ENTREPRENEURIAL AND BUSINESS DEVELOPMENT

## KEY FACTS: a Description of the Business Sector in Liberia

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The large number of Liberian-owned small, medium, and micro-enterprises emerging for the first time indicates an upsurge in individual initiatives in response to the need for survival. Whether this is a temporary phenomenon or will lead to long term re-structuring of the commercial sector depends on the supporting institutional arrangements which will allow them to thrive; and on opportunities to create new business by re-structuring Liberia's trade with the rest of the world. Figure 2 shows Liberia's trade with the rest of the world from 1985 to 1987 in current prices. It shows a favourable balance of exports over imports for the three years. But the graph also shows a steady decline in the value of exports which is largely commodity-based.

Over the decade, the world market prices for commodity exports declined. The prognosis for the 1990s point to continuing unfavourable conditions. Only iron ore enjoyed any significant upturn in the first six months of 1991. The hesitancy in any major upturn in the economies of Liberia's major trading partners means that prices are likely to remain low. Opportunities to re-direct foreign trade towards ECOWAS-member countries are limited by the lack of information on market opportunities, lack of efficient and reliable transport systems, inconvertible currencies, and lack of complementarity in economies in the sub-region.

A review of the structure of Liberia's imports by economic end-use between 1985 and 1987, reveal that more than half of the goods imported (by CIF value) were classified as raw materials. One-third was consumption goods, while only a tenth was investment goods. Essentially, raw materials and food comprised 60 percent of imports.

Additionally, the economy emerging from the civil war will be faced with debt-distress and will continue to rely on relief assistance for some time. There will be an increase in the need for private initiatives and the market mechanism to provide income for the rising urban labour force, to stimulate private savings, and to increase individual productivity.

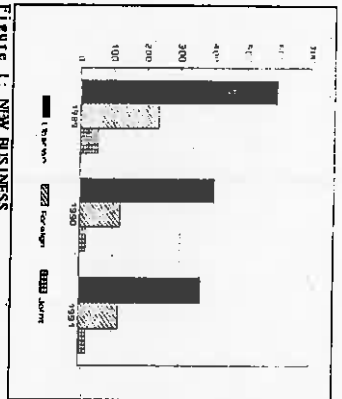


Figure 1: NEW BUSINESS REGISTRATION

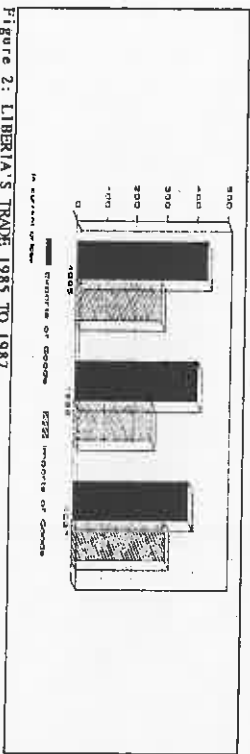


Figure 2: LIBERIA'S TRADE 1985 TO 1987

### BUSINESS FINANCE: Is Capital Scarce?

Ask any enterprising young Liberian businessman what is his greatest difficulty and, inevitably, his reply will be financing for his venture. Ask development economists and, invariably, the discussion will point to capital formation, productive investment in the economy, and to capital flight.

Over the decades of the 1970s and the 1980s, several efforts were made to alleviate the "scarcity" by infusing capital for Small and Medium Enterprise (SME) development. Credit components were attached to all major rural development projects and priority programs for the promotion and growth of SMEs were established. The National Bank of Liberia introduced a Credit Guarantee Scheme in 1979 with assistance from IDA and USAID (Liberia to finance SMEs via a soft loan "window" at commercial banks. The Small Enterprises Financing Organization (SEFO) was established in 1981 with assistance from the Netherlands Development Finance Company (FMO) and with local equity participation. The Liberian Business Development Fund was created in 1986 and funded through the Liberia Maritime Program.

But a combination of problems plagued these efforts; including under-funding of programs, implementation delays, administrative bottlenecks in reaching the target groups, poor management, and poor loan portfolio performance. The most intractable problem has been the poor repayment rates on credit disbursed -- averaging 35 percent. The institutional framework for debt collection favour the borrower and even where the lending institution is successful in seizing the collateral, disposal at a price to cover the outstanding amount has been difficult. The investment cost per job created by SMEs under these programs has been placed at L\$5,653,000. In 1985, total domestic funds available in commercial banks averaged L\$ 145,565 million, growing to L\$ 163,919 million in 1986, and declining to L\$ 163,751 million in 1987. The average annual rate of growth was 10 percent. Eighty-five percent of funds available was used for domestic credit and investment.

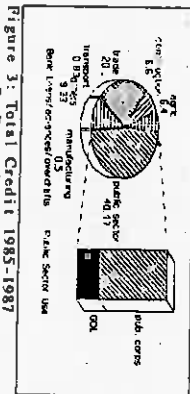


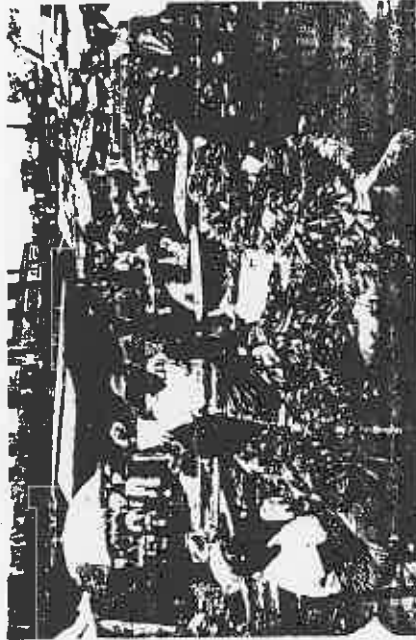
Figure 3: Total Credit 1985-1987  
By Economic Sectors

Improvement in the credit delivery system for business could come from three areas: i) by increasing the collection efficiency and thereby the turnover rate of scarce capital, ii) allocation of available funds to more efficient economic end use, iii) by provision of management support to SMEs in the areas of planning and accounting.

### MICRO-ENTERPRISES: a Blessing or a Curse?

To the city government and foreign visitors, they are a sign of urban blight; and to policemen, they contribute to the numerous traffic delays and driving hazards. Tax authorities see them as tax evaders, while newspaper stories depict them as "Corbathop" -- a local term meaning a peddler of looted goods. But to the thousands of inhabitants of the City of Monrovia who are "making market" on the streets, this has become a source of livelihood in a city where jobs are increasingly hard to find.

The appearance of these micro-enterprises may well be an adequate sign in the economy to the failure to create jobs for the rapidly rising population. It is now estimated that as high as 60 percent of employment in Monrovia is in micro-enterprises. At some point during the civil war, all employment was in micro-enterprises. The rapid rate of growth in the number of these small business units can be seen in the membership of the Liberia Marketing Association, which rose by 15 to 25 percent annually during the past decade.



The attractions of micro-enterprises are the ease of entry and exit and the low initial capital requirement. While they have not been sufficiently studied for

ranging conclusions, it is believed that remunerations might be higher than the legitimate income of the average civil servant. Hence their difficulty with tax and commerce authorities.

Most operators are not bothered with the complicated registration formalities required by Government. And obtain financing from small personal loans, savings, or from 'susu' - the local credit club, to start operations. Micro-enterprises might well be more efficient users of available finance than SMEs or huge industrial projects. They create jobs at low cost and have become a major factor in the domestic trade system. But their strengths might also be their undoing, because the per capita cost of providing assistance to this group of economic operators might be extremely high as long as they continue in the present form. Assistance therefore might be better channelled towards organizational development for better access to small scale low-cost technology and finance, and to identification of operators with potential for development into the SME category.

The appearance of micro-enterprises in the urban sector in most developing countries might be a blessing in disguise. They present an opportunity to channel the attention and energies of a largely youthful population into productive ventures. They also open up potential for women

who are under-represented in the formal sector. With the failure of the formal sector to create sufficient jobs, micro enterprises may become even more important in the domestic trade system in Liberia.

## PUBLIC POLICIES PLAY A MAJOR ROLE

The most daunting set of variables in development of the business sector is the inter-related public policy instruments which, when correctly utilized, create an 'enabling environment' for private initiatives. Used wrongly, they create market disincentives and instability which invariably lead to capital flight. These instruments include: taxation, public expenditure, public enterprises, monetary policy, and investment incentive policy.

Some of the evidences that something was amiss with the policy mix in Liberia was the rise in speculative business (no long-term investments), the booming foreign exchange "black" market, the rapid expansion in volume of transactions and employment in the public sector, and the placement of substantial cash balances outside the economy.

Other evidence is found in the impact of the National Investment Policy. Early development planners saw import substitution as the most practical strategy to industrial development. "Foreign exchange on the goods you now import will be saved", they argued. Liberia, like many developing countries, adopted an investment incentive policy to support this strategy. But most of the industries established under the policy are now unable to compete on the market, consumers are stuck with higher prices for locally produced commodities, and foreign exchange for raw materials is increasingly scarce. The main beneficiaries of the investment incentive policy have been the large foreign, rather than small domestic, firms. Current political jingles speak of free enterprise and the free market system as the key to recovery and expansion in the economy. But to make a complete shift to a free market system, four conditions must exist; the most important being that no one buyer or seller is large enough to set the price. Everyone is a 'price taker'. In an economy with no more than five major importers of any given commodity, the free market system plays to the advantage of the suppliers who are free to share information and fix prices. Policy measures should be adopted with reference to the framework in which they must operate.

Administration of public policy also hinder business. For example, to export a container of goods, clearances must be obtained from the Ministry of Justice and from several other security agencies including the National Fire Service. Additionally, the business must obtain export permit from the Ministry of Commerce, pay tax to government at the Ministry of Finance and the National Bank of Liberia, then deal with the National Port Authority and the shipping agents. The lengthy procedure and numerous taxes, fees, and levies are uncertain. Therefore, the problem with developing business and entrepreneurship in Liberia appears to be rooted more in the environment than in any real and inherent deficiencies of the economy. Over the years, since the early 70s and particularly the last decade, the elements which define the parameters within which business operate in Liberia have all been terribly mismanaged, neglected and spoiled in some cases. A mix of often improper policies, deteriorating physical infrastructure,

a no-standard social infrastructure, crowned by unredeemable mismanagement in the public sector has created a climate which discouraged private investment in genuine productive enterprises.

Decline of the mining sector which caused considerable losses to the country have since been off-set by rubber and logging sectors. The mix of policies has, however, failed to stimulate investments with strong linkages to other domestic sector.

Further, the vast indigenous business sub-sector, for whom the issue of entrepreneurial development really arises, have more fundamental shortcomings which enabling conditions alone cannot alleviate. Lacking a background in business over the last half century, low formal and business education and conspicuously without any dependable indigenous technology, indigenous investors will require more concerted efforts to develop into entrepreneurships.

Only private sector initiatives can ensure long-term rehabilitation, restructuring, and expansion of the economy. And only through an expanding economy can appreciable improvements in living standards emerge. Public policies and practices inimical to business development will have as devastating an effect as the civil war.

## ENVIRONMENTAL CONSTRAINTS CONFIDENCE AND MACRO-ECONOMIC POLICIES

Fundamental problems with the public policies have created serious confidence issues. First, public policies have in the past played a twisted role. Rather than enable, they have tended to penalize investors. Most policies emerge in reaction to or as corrective measures, instead of being proactive strategies intended to encourage, influence and facilitate desirable private initiatives. The net effect is that the intended effects of even good policies are sometimes not realized.

Thirdly, the institutional framework for policy formulation and implementation is not sufficiently coordinated. Neither are the goals and objectives common. Public policies emanate from several sources designed along parochial sectoral perspectives and not subject to debates, scrutiny and input of other sectors and groups they affect. This has led to multiplicity, incoherence, instability and inconsistencies of public policies. Macro-economic policies, as a matter of fact, favoured large foreign enterprises and import substitution industries against small and medium indigenous and export oriented enterprises.

The informal sector, which is entirely indigenous is neglected and totally ignored by public policy. Further and very important, the public sector machinery does not aggressively pursue bilateral and multilateral assistance for private sector development.

## PHYSICAL AND SOCIAL INFRASTRUCTURE

Another major factor has been the poor state of the physical infrastructure. The situation was

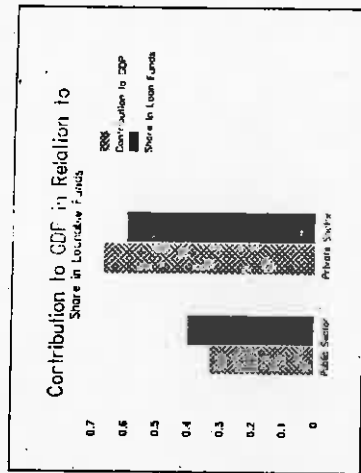
even worsened over the last decade when hardly any additions were made to the infrastructures and the existing ones were not maintained. The utilities, roads, transport and communications facilities are currently in very poor state of disrepair.

The social infrastructure was not any better. The educational system remains misdirected towards producing largely liberal arts specialists and corps of servicemen. Graduates of vocational schools are mere repair men. Business education tends to produce graduates to serve businesses rather than develop entrepreneurs to take risks. The entire system deteriorated miserably. Declining performance of students in public examinations sufficiently attest to that. Most graduates of vocational schools are mere service men.

Further, the legal regime is not enabling of business practices. There is a general lack of confidence in the courts. The entire system is weak and often politically manipulated. There is an endemic lack of logistics to support the system. Additionally, the salary and incentive structure does not attract qualified and trained legal practitioners with the requisite to dispense transparent justice. Concomitantly, laws to improve commercial transactions are yet to be enacted, codified and published.

## PUBLIC SECTOR PERFORMANCE

The performance of the public sector, the single largest sector accounting for about a third of GDP, has substantial impact on the economy. Where, for example, the public sector borrows up to 40% of loanable funds, the rest of the actors in the economy have only 60%. Remember, directly with capability and influence, both of which Liberian businesses in effect lack. The level of efficiency of public institutions impacts private investments. Unnecessary layers in the decision-making process, long delays in the granting of licenses and permits all contributed to the flight of investment capital out of a country, or the failure of the private sector to invest at home. Indeed, it was suggested that it might be advisable in many developing countries to establish "one stop" offices to assist both foreign and local investors to get through the bureaucratic maze.



## STRATEGIES AND RECOMMENDATIONS: Policy Framework

The sector recommended the following measures and welcomed the decision of the Interim Government of National Unity to institute stringent fiscal discipline. It is believed that this will create the opportunities for the establishment of more indigenous businesses, free funds previously tied to loans obligations with the commercial banks and increase the size of loanable funds.

1. that the process of public policy must be reviewed and reformed to allow for proactive policy formulation and lend itself to adequate scrutiny of other sectors, including public debate; upon approval, policies should be circulated among key players for their awareness;
2. that existing public policies be reviewed to identify and remove or reformulate those that unnecessarily restrain business developments;
3. that the direction and objectives of public policy be refocused at encouraging small and medium enterprises, and export oriented activities over and above large foreign import substitution industries. To this end, the investment incentive code and other macro-economic policy instruments i.e., exchange rate mechanism be revised and reformed accordingly;
4. that the roles of the institutions regulating the economy or sectors be clearly defined and streamlined to eliminate unnecessary over-laps and reduce bureaucratic red-tape;
5. that a single agency be responsible for processing all investment and business papers;
6. that private sector associations like the Liberian Chamber of Commerce and the Liberian Business Association play meaningful roles and assume greater responsibilities in assisting their members as well as lobbying with government to influence public policies that affect them, including the appointment of officials who make the policies.
7. that there must be continual retraining of judges and judicial officer to enhance their understanding of the law and dispensation of justice;
8. that the court system be provided adequate support to perform their duties in keeping with the laws;
9. that government reviews, streamlines, and standardizes court fees to curtail corruption; and

10. that government and National Bar Association exert every effort to enact, codify and publish the new commercial code for Liberia.

## STRATEGIES AND RECOMMENDATIONS: Other Constraints

Problems and issues peculiar to businesses and businessmen which emerged from the papers and discussions were as follows:

1. Access to Capital  
Liberian businesses' access to capital has not been limited just by their own resource base but also by:
  - a. their inability to submit bankable proposals;
  - b. in cases where projects could be viable, dossiers are poorly prepared;
  - c. the legal process for loan collection were not sufficiently assuring to encourage lenders to take risk when repayment was not 100% assured; and
  - d. the various credit programs established for them have been mismanaged and plagued by malpractice, which have often led to under-the-table payments that leave the borrowing enterprise undercapitalized to begin with. These have led some borrowers to refuse to pay or encounter unforeseen difficulties in meeting payment schedules. In other instances, loans have been provided people who do not even go into business as they proposed.
2. Lack of managerial skills  
Liberians have lost continuity in their traditional business experience. Lessons learned during the early pioneering spirit in this country have been lost as generations shifted more to government and law abandoning the private sector to outsiders. Many Liberians now need extensive training even to understand the fundamental concept of business such as separating the business entity from self or the need to cater to customers' needs. But all too often, they enter business without the requisite training and experience.

### 3. Poor Cultural Practice

There are cultural values and practices which are incompatible with business principles and practices. Extended family relations reinforce the inability of Liberians to separate personal assets from the business assets. Often they make payments to family members and friends out of the resources of their businesses.

### 4. Undisciplined Habits

Liberians also have certain habits which are not suitable to business operations. Many go into business with the expectation of getting rich immediately. Some also have poor work habits. Many do not respect time and frequently miss opportunities and fail to meet deadlines and schedules.

### 5. Inappropriate Business Practices

Liberians often front for foreign businesses at their own colleagues' and nation's expense. Many love to evade taxes and bills. Many more refuse to succumb and adopt standard business practices. They reject accountability.

### 6. Lack of Information

Liberians also lack information on business opportunities, new technologies, sources of materials and so forth. Or they are not able to analyze and decipher raw data or even generally published national statistics. They also lack knowledge about one another, in terms of who is doing what, where and at what levels.

The absence of such information creates an artificial lack of opportunities; and the lack of knowledge about each other breeds feelings of mistrust. The net effect is that Liberian businesses do not cooperate, collaborate and take other joint actions that would help them overcome barriers they face in common and are impossible to overcome individually.

### 7. Business opportunities

Liberian businesses and entrepreneurs need more than just enabling policy environment in order to play a reasonable role. The participants recommended:

a. that certain extraordinary measures be employed to secure business opportunities for Liberians. In that respect, the following approaches could be exploited alternatively or in combination:

- i. Certain categories of businesses could, by legislation, be reserved to Liberians, providing adequate time period for foreigners to disengage.

- ii. Investors should be required to bring into Liberia from external sources, initial seed capital of minimum amount that will be economically too large to invest into areas intended for Liberians.
- iii. An annual foreign business tax should be established with a minimum flat fee to the extent that it cannot be generated from surpluses in types of businesses preferred for Liberians.
- iv. Government contracts for goods and services should favour Liberian businesses by the provision of restrictive clauses that contracts of or below a given amount must be awarded to only Liberian businesses, and that 40% of all government purchases must be from Liberian businesses.
- v. Certain services currently provided by public corporations and other public institutions be made available to only private Liberian businesses;
- vi. The contemplated scheme to reduce government personnel cost be accompanied by incentives and assistance package to entice and enable beneficiaries to undertake their own business ventures.
- b. As a corollary to creating and expanding business opportunities for Liberian entrepreneurs, training programs must be intensified and expanded to incorporate managerial skills, business ethics and other disciplines necessary to develop proper entrepreneurial attitude and know-how. To that end,
  - i. The government and ngos should aggressively pursue various private bilateral and multilateral aid sources to reestablish, improve, and expand institutions which support entrepreneurial development.
  - ii. That ngos begin to assist Liberian businesses to receive adequate support services through a reactivation of existing small and medium enterprises development organizations. Such support would include ngos involvement in establishing business advisory, accounting and cash management services as well as preparing investment documents and establishing record keeping systems, etc.
  - iii. LIBA and other Liberian business organizations including the Chamber of Commerce seek new training opportunities for their membership and assist with dossier preparation, record keeping and common service facilities.
  - iv. LIBA in collaboration with government and lending institutions should establish appropriate framework and facilities to provide Liberian businesses with vital information on opportunities, sources of technology, etc. to enhance managerial and investment decision-making.

- v. Credit programs should mandate that applicants for loans undergo training where that is necessary for basis management and record-keeping skills.
- c. That the credit guarantee scheme at NBL, SEFO, ACDB and LBDI be subjected to independent reviews to determine the levels of achievement of their individual mandates, establish if there are any needs for revising the mandates. Further, to study their administrative frameworks, credit guidelines, processes and procedures with the view to strengthening their institutional set-ups and improving their efficiencies, with respect to especially:
  - i. providing pre-and-after credit support services;
  - ii. monitoring progress of borrowers to ensure repayments;
- d. After the independent review, lending institutions should be required to insure that at least 40 percent of their credit is provided to Liberian owned businesses.
- e. That to strengthen the credit system, among other criteria, credits must be limited to only Liberian businesses with marketable products.
- f. Priority programs be established which will assist micro-enterprises with organizational development for access to low-cost technology and to formal credit institutions.
- g. A mechanism be established for identification of export opportunities and export potential in the sub-region and for dissemination of such information. Preferably, such service will be provided by private sector organization.
- h. That projects be developed to forge partnership between emerging literate Liberian entrepreneurs and the indigenous and experienced Liberian businessmen.
- i. That research be conducted of types of Liberian business, their success, experience, existing credit institutions and their organization arrangements.
- j. that project should be developed and institution building of indigenous credit institutions such as 'susu' which have demonstrated success in delivery credit to small Liberian entrepreneur.
- k. That projects supporting the organization and coordination of the informal sector in which most Liberian business be specifically organized and implemented.
- l. that project intervention be used to expedite the adjustment of national policies which constrain business development and the business environment.



KEYNOTE ADDRESS ON/AT WORKSHOP ON  
STRATEGIES FOR FOOD SECURITY AND POVERTY ALLEVIATION  
IN LIBERIA: FROM RELIEF TO DEVELOPMENT DELIVERED ON  
4TH MARCH, 1996

TOPIC: PRACTICAL AND REALISTIC PROGRAMMING FOR EFFICIENT RESOURCE UTILIZATION AND APPLICATION TOWARDS THE ATTAINMENT OF FOOD SECURITY IN LIBERIA AT BOTH HOUSEHOLD AND NATIONAL LEVELS TOWARDS POVERTY ALLEVIATION.

1.0 INTRODUCTION

- 1.1 For a country that employs more than 68% of its population in the Agro-Forestry and Fisheries based areas/sector, we obviously must define and categorize this nation's economy and development as agriculturally dependent.
- 1.2 In spite of the natural endowments of soils with variable potential, abundant water (rainfall and streams), diversely rich forest resource base, rich fisheries within our many rivers, lakes and ocean; and
- 1.3 In spite of our historically rich technical assistance, support through our man-made alliances with the Western World for over 150 years (REF: US/Liberian History) and the traditional support from charitable and non-charitable entities (unilateral, bi-lateral and multi-lateral donors) (to name a few that have been organized over 50 years) technical assistance supported by/through FAO/UNDP, USAID, (examples, PFP, PC, CARI, CARD, RDI, BWI, CAF/UL, MOA, FDA, LPMC, CDA, ACDB) and partners for progress through World Bank, CDC, OFDA, LRDU, LCADP, BCADP, GDZ-NCRDP, EU/EEC - SLRDP, MULTI-National Private Corporations like ECAC, FPCo, AIG, Religious Institutional assistance and the many, many donor directed projects both of public and private sector and perhaps too numerous to include in this short presentation.
- 1.4 We in this Country continue to fall short of the obvious potential

that we have to provide ecologically sustainable security in the necessary areas of food, shelter, income generation, health, for poverty alleviation and improvement in our standard of living.

1.5 We must therefore, as a nation and people with the support from the international community identify policy and technical constraints to achieving food security and then formulate projects/programmes and develop the appropriate strategies through adaptation and innovation and innovation to address them.

1.6 We therefore insist that this presentation would highlight and direct our focus on the practical issues of policy and technical failures and inappropriatenes as far as strategies, program planning, implementation, etc. are concerned specifically as it relates to elements of planning, production, utilization, processing/industrialization preservation, marketing, pricing, etc. This nation with a population of approximately 3.0 million people or less can attain national food security if the following were considered.

## 2.0 POLICY CONSIDERATIONS TO ATTAINING THE SET GOALS

### 2.1 Policy Constraints

2.1.1 The strengthening of the Ministry of Agriculture so that as per its mandate it would continue to set the tone, create/direct thematic emphasis, coordinate, regulate, facilitate and steer the sector towards a strong private sector agro-based market economy.

- 2.1.2 Create possibilities for credit/loans through a strong decentralized Agriculture and Development Bank that is 100% private through communities driven mechanisms such as; production and marketing cooperatives, the CARDA; Clan Agricultural and Rural Development Associations. There would be approximately 260 such units for intervention around/with which input supply, technology transfer and other strategies for integrated agricultural and rural development for income generation, poverty alleviation and improvements in our living standards.
- 2.1.3 Allow for CARDA to become community based legal entities that would strive to get the maximum from their efforts and endeavors. Dissolve and throw out all import/export monopolies. Free the market. Producers continue to derive less than 10% of the world market value of their production on obvious disincentive to production.
- 2.1.4 Pricing through a free market system can become an incentive towards higher levels of productivity if we would import only items that can not be produced and industrialized and processed in this landwhile at the same time promoting strategies and policies for increased production as well as of high standards in the processed and manufactured finished products.
- 2.1.5 Establish and support to large public - private enterprises that are autonomous and efficient profits and service oriented entities in the areas of markets, research, processing, construction, training, etc.

2.1.6 Industrialization - insist on finished products in food/cash/  
industrial crops, forest and fisheries resources.

2.1.7 Consolidate and food/nutrient within the MOA and perhaps re-  
classify same.

## 2.2 TECHNICAL CONSIDERATION

2.2.1 Research and its appropriate applications in:

- Land Use Planning/Soil Suitability
- Crops/Soils - Cropping Systems
- Agro-Forestry - Illness
- Ecology/Sustainability Slash/Burn Shift
- Livestock/Fisheries
- Multilocation Testing/Multiplication
- Info System on Methodologies and Husbandry

2.2.2 Extension - CARDA/Private Sector Empowerment - Cooperative  
Decentralization/Regional and County Semi-Autonomous in  
Program Development and Implementation.

2.2.3 Production - large private farm with numerous satellite medium  
farms:

- Special Projects
- Irrigation Schemes
- AGRIDEV - NETAFIM - TAHAL (Foya, Zleh Town, Kpatawee,  
Gbedin, Panama, Philadelphia, Fendell, Garwulatombe, Cestos  
Project and many others - private/public
- Baker, Sangai, Bright, Kpoto, Whisnant, many others;  
Private; Improve Efficiency and any Importation Meat/ Meat  
Parts/Eggs, Fisheries Acqua Culture, Artisinal, Industrial.
- Small Holdings
- Cooperative Farms

2.2.4 Processing/Preservation/Storage

- Milling, Packaging, Canning
- Drying, Salting, etc.... Freezing
- Reduce Post Harvest Loses

- 2.2.5 Markets/Marketing:
- Input/Output Availability, Affordability
  - Outlets for distribution and consolidation
  - Transportation, Roads, Bridges, Mobile Units Freezers
- 2.2.6 Infrastructure/Institutional Reactivation
- SRSP, CARI, COOP, COLD STORAGEES
  - MOA, WAREHOUSES, STORES
  - Supply Network
- 2.2.7 Multi-locational Plant Propagation, Seed/Animal Multiplocation Centers.
- 2.2.8 Labor Saving Strategies:
- Small/Medium/Large Machinery for appropriate tropical use
  - Harvesters, Tillers, Heapers, Weeders
  - Mills, Grinders, Processors, Crackers, De-harvesters
- 2.2.9 Industrialization - more than 25% of industrial food, cash crops and other agro-forestry - fisheries based resource must become finished products for internal/external markets.
- 2.2.10 Metal Works: Black Smithing and Tool Fabrication
- 2.2.11 Finance/Credit: Government of Liberia (GOL), Donor Communities; Private Unilateral or Joint Ventures.
- 2.2.12 Income generating/poverty alleviating activities for women primarily.
- 2.2.13 Agriculture Construction: Shelter, Storage, Roads, Bridges, Schools, Health and Nutrition Centers
- 2.2.14 Food/Agricultural Data Base Management System; AIU-Agriculture Intelligence Unit.
- 2.2.15 ACC - Policy/Technical Consideration and determination with the participation of both the public and private sectors.
- 2.2.16 Technical support to project writing and evaluation -Back stopping.
- 2.2.17 Surveys, needs assessment, prefeasibility and feasibility as well as viability for sustainability and socio-economic impacts. Establishment of a Bureau for Food/Agriculture Data Base System Management.

- 2.2.18 Nutrition/Food Use: evolve innovative use of production or aid; plantains, yams, soya bean, cassava, potatoes, eddoes, rabbitry.
- 2.2.19 Forestry; Conservation/Ecology  
firewood; protein, seeds, nuts.
- 2.2.20 Training/Human Resource Development: Locally, Regionally, Internationally.

3.0 We have listed/discussed close to thirty (30) interrelated topics and points that must be focussed in an integrated and efficiently coordinated approach for impact. These topics are not limited to Liberia and would invariably serve as the general/specific issues of consideration that would feature in any set of food security strategies for any developing as well as some developed countries.

As such the general strategies that would be applicable in those areas would, except for appropriate modification (achievable through sensitization/training) be applicable here. We therefore will not endorse any waste in time and resources but to request that all donors as well as public and private sector interventions (NGO's) would focus and direct their reports in specific areas for impacting sustainable and obtainable objectives and goals.

THE PRESENT SITUATION: FOOD AID/RELIEF - EMERGENCY VS DEVELOPMENT

Liberians, after 7 years of war, are still a proud working people. In spite of the devastation, food produced in the Country remains the basis for consumption in even the urban areas. We all know that at US\$35-40 a bag of rice, no public servant and many private sector employees can purchase same. Most have had to rely on back-

yard gardens, farms, river fishing and back-yard multiplication of livestock and leafy vegetables, starchy products like cassava, plantains, etc.

A market survey at any one of the local markets and observation of the few transportation units would evidence that. Of course there are some cross-border trading to some extent.

The argument being put forward therefore is that whatever aid and relief assistance that comes into this Country must be used to enhance our potential and quicken the pace for strengthening the framework, institution, infrastructure and human resource base so that the attainment of food security can become a reality. Some proposals for utilizing same to enhance the productive sector as well as create a stable environment for access, availability and affordability not merely buzz words I submit would be to consider the following:

#### AIDE MEMOIR

- 3.1 Some food could be used or made available immediately to start the following:
- School Feeding Programmes - To keep kids in schools and to help teaching staff, etc.
  - Food for Work Programmes should be integrated/coordinated with the Ministry of Agriculture (Food and Agriculture Agency of Government) for the following purpose:
    - To clean up all rubber, coffee, cocoa, oil palm, private and public holdings;
    - Reclaim all swamps previously developed by the Ministry of Agriculture and supported by both the United Nations and World Bank.
  - Mustering programme for data collection on ex-combatants, and setting up community development centers for internally displaced persons.

- Funding Agricultural and Rural Development Schemes by supplying seeds, tools, chemicals, etc.....purchased through a Liberian Agricultural Fund developed/created through a monetization process (20%) of the food would be sold and proceeds put into this Agricultural Fund. This Fund is to be controlled by FAO/MOA.
- Strengthening the backstopping, monitoring and coordinating capacities of MOA for decentralization and the effective implementation of programmes and projects.
- The Agricultural Coordinating Committee (ACC) has been created by the Ministry of Agriculture (MOA) and re-groups the following entities:
  - FAO
  - USAID
  - EEC/EU
  - NGOs (local and international)

There is growing frustration on the part of this Government, donors as well as professional Liberians who continue to see the enormous resources being provided yet the impact is limited.

I am suggesting that we identify all the various sources and levels of support, coordinate same for impacting specific projects within the framework of integrated Agricultural-Rural Development or we the donors and all would get fatigued.

The international community continues to insist that disarmament, demobilization, resettlement, repatriation and reintegration are necessary preconditions for a stable atmosphere for the free flow of people, assets, access and governance all of which are important to food security both at household and national levels.

However, we are not convinced of the readiness of the community who must provide the basis for confidence building, nor the commitment of some of the parties to the conflict who lack confidence in the system. The coffers of the Government of Liberia are empty. We therefore call



on the Government of Liberia and the international community to do all necessary to effect practical and meaningful programs so that we can all evolve from this cloudy relief/emergency phase towards rehabilitation and development.

We regard this all important Workshop as the initial stage and basis for focusing and programming towards attaining sustainable household and national food security and resolve that the experiences (positive/negative) over the past six (6) years would be used as reference in the new dimensions. We must answer and derive solutions to the question of affordability, accessibility, availability in: quantities, quality for every Liberian.

With the many issues, some provocative, that we have raised, including of course the insensitivity of some of Government of Liberia's policy and lack of support to the agricultural sector, we would like to use this occasion to express this nation's appreciation for all your efforts and assure you of our continuous cooperation and protection as long as we all remember the following:

1. Realism and appropriateness regards adaptability, applicability of projects/programmes and strategies of implementation relevant to ecological sustainability, viability and continuity.
2. Excellence in and regards for coordination and accountability in the use of resource.
3. Reduction in the top heavy and expensively bureaucratic waste in relation to impact levels attained. Thus the need to back-stop, monitor and evaluate through a strengthened ACC.
4. De-politicize relief and assistance and concentrate on the technical assistance. Donors have become implementors as well as facilitators and collaborators thereby confusing the lines between policy and technical support. Decentralized the process.

5. Food aid must, except for consideration for vulnerable groups and temporary relief for returning refugees and re-settling internally displaced, be used to enhance production. We have to insist on aid to grow food and not food aid perpetually.

I THANK YOU.

## APPENDIX 7

### REPORT ON THE WORKING SESSIONS OF THE NPA SUB-COMMITTEE GROUP ON "CRIME PREVENTION", ON THE PREPARATION OF THE HABITAT II NATIONAL PLAN OF ACTION.

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Even though NPA Sub-program on "Crime Prevention" was not among the cross-sectoral programs in the draft format of the GPA but considering the relevance of this sub-program for the attainment of peace and security as pre-requisite for the implementation of integration, rehabilitation and reconstruction of the shelter and human settlements sector, the National Habitat II Committee identified this sub-program to form part of the NPA.

Since the establishment of the NPA subcommittee on "Crime Prevention", the members have begun the consultative process and a great degree of enthusiasm has been shown, but due to the active involvement of this committee's head and some other of its members in the on-going peace process, the committee has not formally met. However, a consultative meetings among the members of the National Habitat II Secretariat and the Steering on this sub-program have made the following inputs:

1. Armed Robbery - the exposure and use of arms during the civil war have aggravated arm robbery;
2. Domestic Crime - there is increase in domestic crimes such as violence against women, children, etc. which are direct result of the war;
3. Drug Abuse - the overuse of narcotic drugs is encouraging gang related crimes; and
4. Juvenile Crimes & Offenses - the separation of family members as a direct result of the war and the exposure of children to weapons and other war machineries on battle front have increased juvenile crimes and offenses.

Having identified some of the crime related problems which will serve as the basis for the development of the subcommittee's plan of action, it is anticipated that a detailed sub-program will be forwarded to you later, as a supplement to this report.