

Cities Alliance

Cities Without Slums

THE FIRST GREATER MONROVIA CITY FORUM

REPORT CAPTURING THE DISCUSSIONS AND LEARNING OF
THE MONROVIA CITY FORUM, 7 FEBRUARY 2017



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BACKGROUND

The Greater Monrovia City Forum aims to build active, informed citizens by providing a platform for regular engagement with responsive local authorities to ensure the best possible social outcomes for a strengthened slum dweller national federation and informal worker association. The Forum promotes active citizenship among the urban poor, giving them an opportunity to have a say in city investment strategies and settlement plans. It also serves as an essential space for reflection on available urban data, dialogue between communities and authorities on policy and strategy formulation, and monitoring and evaluation of the Cities Alliance Liberia Country Programme in the medium term (up to 2020).

In the long term, it is envisioned that the annual City Forum will be institutionalised as a key space for local government and communities to convene for action across a wide range of development challenges. It is also an opportunity for the metropolitan region to feed content into National Urban Forums and policy development processes convened by the Ministry of Internal Affairs with support from UN-Habitat.

The inaugural Monrovia City Forum

The First Greater Monrovia City Forum was chaired by the Honorable Clara Doe Mvogo, Monrovia City Corporation and facilitated by the Honorable Ellen Pratt, of the newly established Liberia Land Authority. Its primary objective was to establish a consensus around the City Development Strategy (CDS) process for the Greater Monrovia metropolitan area, building upon results achieved by

slum profiling data from SDI/YMCA and engagement with informal worker groups through WIEGO/StreetNet. The Forum sought to reach such a consensus through a visioning exercise of prioritised development challenges by each Local Government Area (LGA) and metropolitan region in Greater Monrovia. It focused on the thematic areas of governance, citizenship, environment, services and economy, using a methodology tested in Accra as part of the Cities Alliance Future Cities Africa and Ghana Country Programmes.

The Forum benefitted from the active engagement of Cities Alliance members and partners in Liberia, as well experience sharing with Freetown City, Sierra Leone thanks to the participation of Mayor Samuel Gibson and Freetown City Council members.

OPENING SESSION

Dr Cecil Brandy, Chair of the Land Authority, opened the Forum with a prayer, followed by welcome remarks from the Mayor of Monrovia, the Honorable Clara Doe Mvogo.

Assistant Minister Mr Robert Bestman, representing the Ministry of Internal Affairs, also spoke, stressing the Liberian government's commitment to growing cities into places that work for all who live in it.

The opening session was facilitated by Ms Ellen Pratt, outgoing Deputy Minister of Commerce and incoming Vice Chair of the Land Authority, Urban Planner.

With more than 150 people present at the Forum, Ms. Pratt began by recognising the different city constituencies in attendance. It was a diverse group of stakeholders: Representatives of communities; local authorities from the 12 districts that make up Greater Monrovia (the Monrovia City Corporation, Paynesville City Corporation, New Kru Town Borough, and the townships of West Point, Garwolan, New Georgia, Congo Town, Johnsonville, Dixville, Barnesville, Caldwell, Garnesville, and Barnesville); Mayor of Freetown Sam Franklyn Gibson and his delegation of councilors and officials; Cities Alliance Director William Cobbett and his team; a delegation from Comic Relief; and representatives of development agencies, national government departments and agencies, and the South African Ministry of Human Settlements.

Ms. Pratt explained that when developed in an inclusive manner, a five-to-10-year city development strategy can

build a constituency for better planning and change with meaningful participation by residents, local government, and the local private sector, and deliver results on the ground in areas that matter to these stakeholders. In this context, the first Monrovia City Forum would focus on beginning the process of building consensus and an inclusive, participatory dialogue for the Greater Monrovia area as a step towards a city development strategy.

Agenda

Ms. Pratt confirmed the forum's objectives to bring all stakeholders together for dialogue about the past, present and future of the city. She also outlined the structure of the event:

- Session 1: An overview of the role of cities by the Cities Alliance Director
- Session 2: Slum dwellers and petty traders on the city from their point of view of
- Session 3: Working sessions to discuss and agree on the top three priorities for the city
- Session 4: Working sessions on how to rate the city and what can be done better
- Closing: Next steps

The agenda was tabled for adoption and was accepted by members of the meeting.

SESSION 1: THE VISIONING AND CONSENSUS-BUILDING PROCESS

Cities Alliance Director William Cobbett gave an address on the visioning and consensus-building process needed to work towards a city development strategy.

Here are the key messages Mr. Cobbett highlighted in his address:

- Most of the issues Monrovia faces are not unique. Cities around the world have dealt or are dealing with similar issues, and they offer many lessons and experiences Monrovia can draw on as it works to address its challenges.
- The old city and its structures are not sufficient to manage new conditions, and Monrovia is now beginning the process of catching-up so it can respond to new conditions.
- Relying on past planning will not guide the city towards a different future, and the real challenge for Monrovia and for Freetown is to plan for that future.
- Technically, redesigning the city is not that difficult, and it is often clear what needs to be done in terms of issues such as land. The difficult part is changing the mind-set of citizens and having the courage to follow through with the consequences of tough decisions.
- The city needs a common base of information for planning. Most African mayors lack the information about the city they need to plan properly, leaving them essentially driving blind. That is why Cities Alliance support provided through Slum Dwellers International and others is geared towards generating data for proper planning.

- To turn a city around, whether Lagos or Monrovia, active and consistent behaviour is needed over the long term. There has to be a mindset of consistent transformation and change all of the time.
- The number one issue to address is the land markets. In Monrovia, Cairo or New Delhi, the functioning and the non-functioning of the urban land market is the main issue. How does land gets identified, assembled and put to the use for the greater city? Clear thinking, data and decision making about the land systems will be needed.
- Equitable revenue generation is the next key issue. What are the sources of revenue, how are they being used for investment, and is it equitable?
- National governments must take a direct interest in the structure and strengthening of local government.
- If residents are not investing in their own future, if their future is unsure and they do not know what their government will be doing, then a city's chances of attracting investment are slim.

For a full transcript of Mr. Cobbett's remarks, please see Annex 4.

SESSION 2: REVELATIONS FROM THE GROUND

In this session, representatives of slum and informal worker communities from the YMCA and NAPETUL shared their data and experiences.

Slum Dwellers International (SDI), YMCA and slum community leaders from the Liberian Federation of Urban Poor Savers (FOLUPS) presented how they are building a culture of savings and active community organisation around profiling data in Greater Monrovia. The team highlighted data profiling from different slum communities in central Monrovia, where service points, structures and boundaries are mapped with residents themselves. SDI has facilitated experience sharing with slum federations from Ghana, Uganda and Sierra Leone as part of the process. This community mobilisation process around profiling also helps open a dialogue with government and other partners on improvements needed in these communities.

WIEGO and NAPETUL highlighted the critical importance of petty trading and informal work to the functioning of the city. NAPETUL provided an update on their cooperation with MCC and PCC in negotiating improved MoUs through partnerships with mayors, city planning authorities, and the police. One important sector of informal work is street trading, and it is vital for the smooth running of the city, as well as for their own livelihoods, that

street traders are effectively organised and represented. The Cities Alliance project in Monrovia has provided a very helpful context for effective collaboration between officials and NAPETUL, for which we are grateful. NAPETUL's members provide a wide range of goods and services to the people of Monrovia. There are over 5,000 members in Monrovia and Paynesville, and they are increasingly well-organised. Their main concern is to earn an adequate and honest living for themselves and their families. There is a history of a positive working relationship with the city corporation, which was enshrined in an official memorandum of understanding. Although the MoU itself is no longer in force, the cooperation between city officials and NAPETUL members continues. Street traders have in the past faced harassment from officials, but that has not been the case since the Cities Alliance project began working effectively.

Looking to the future, the next step is to ensure that more of NAPETUL's members receive the official licenses to trade that are issued by the city corporations. This needs to be accompanied by ongoing high levels of cooperation between officials and organised street traders.

SESSION 3: WHAT ARE THE KEY DEVELOPMENT CHALLENGES FOR YOUR AREA?

Participants were divided into working groups and asked to brainstorm and then agree on the three key development challenges for their communities. The working groups consisted of local government representatives with representatives from their slum and street vendor communities. Participants from the 12 Local Government Authorities and development partners were clustered in to three main groups based on geographical location. A fourth cluster was created for the challenges faced mainly in Freetown City, Sierra Leone.

Each group received flip charts and papers to record the discussions and nominated a facilitator and rapporteur. Development partners and other visitors were randomly distributed among the formulated clusters/groups. The groups were assisted by a Cities Alliance representative to provide technical support as needed.

Each cluster had an open discussion and agreed on the three priority development challenges in their respective communities. The groups had 30 minutes to brainstorm on the priorities, 30 minutes to agree on a priority list of three challenges and why they were chosen, and 5 minutes to present the priority findings.

Outcomes of the Group Work

GROUP 1: CENTRAL MONROVIA

Participants: Central Monrovia (Monrovia City Corporation and the townships of West Point, Garwolan, and New Georgia)

The group identified four major challenges affecting the development of the four local government areas:

1. Poor water sanitation and hygiene
2. Poor land tenure systems
3. Weak regulation around street trading as well as revenue collection in general
4. Coastal erosion (specific to West Point Township)

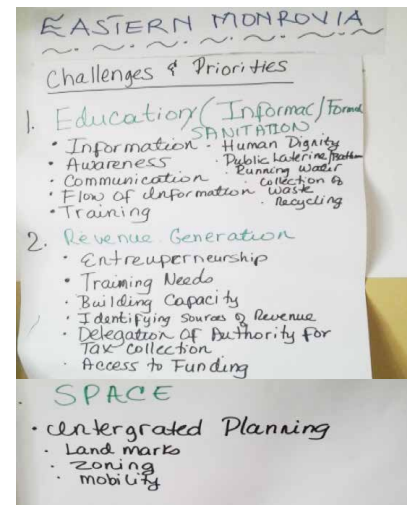


GROUP 2: EASTERN MONROVIA

Participants: Paynesville City Corporation and the townships of Congo and Johnsonville

Key challenges identified were:

1. **Education/Awareness (formal and informal linked to sanitation):** The LGAs reported poor education linked to sanitation caused by lack of community awareness and improper communication on sanitation and hygiene. Regular training and public awareness campaigns were some of the mitigation measures suggested to curb the challenge.
2. **Revenue Generation:** The LGAs had a very low tax base to help them generate revenue to effectively run activities, including payment of staff salaries. Suggestions such as capacity building, training, delegation of authority for tax collection, and accessibility to funds by LGAs were suggested as possible solutions.
3. **Space:** A poor land tenure system characterised by a lack of integrated planning, land markets not managed, and absence of zoning as a third major challenge affecting their development.

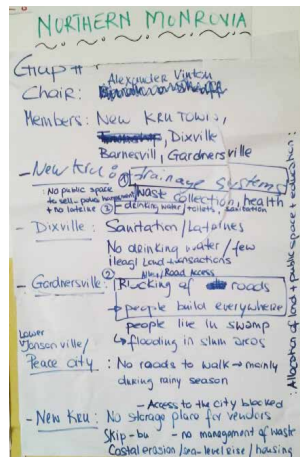


GROUP 3: NORTHERN MONROVIA

Composition: New Kru Town and the townships of Dixville, Barnesville, Caldwell, Garnesville, and Barnesville.

The cluster identified these three main challenges:

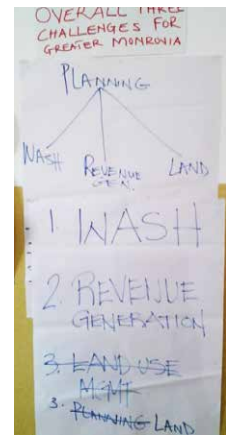
1. Lack of public space for traders and poor land systems
2. Poor sanitation, water and drainage system
3. Poor infrastructures such as roads



SUMMARY OF CHALLENGES

After each group report, the facilitator highlighted the common challenges affecting the development of Greater Monrovia. The overall challenge was identified as planning weakness related to the three areas below:

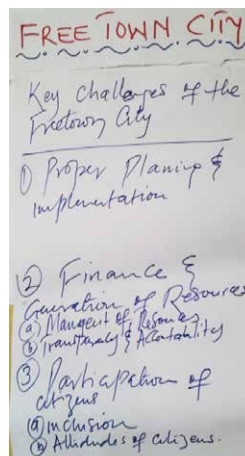
1. Poor Water Sanitation and Hygiene, including drainage
2. Low revenue generation capacities of local government and access to finance for citizens in general
3. Poor land governance system



GROUP 4: FREETOWN CITY

The delegation from Freetown, Sierra Leone identified three major challenges affecting the development of the city:

1. Improper planning and implementation of city activities characterised by a lack of long-term strategic planning
2. Finance and resource generation characterised by poor management of resources, lack of transparency, and accountability
3. Limited citizen participation in city planning and governance



SESSION 4: KEY PRIORITY AREAS GROUP DISCUSSION

FIGURE 1: CORE AND SUB-DIMENSIONS



Sub-Dimensions

Governance

- Enabling environment
- Finance
- Planning
- Capacity
- Representation and accountability

Citizenship

- Participation
- Social capital
- Rights

Services

- Basic services
- Social services

Economy

- Performance
- Structure
- Urbanisation
- Labour market
- Human capital

Environment

- Climate
- Natural resources
- Land use
- Ecology
- Energy/Low carbon
- Environmental Services
- Risks
- Mitigation/Adaptation

The objective of this exercise was for the urban communities, national and local government authorities and their partners to share ideas and build a common understanding of the factors Greater Monrovia needs to address to achieve inclusive growth, manage demographic change, and deal with future risks. The exercise sought to provide a participatory benchmark that could be used in the development of the City Development Strategy (CDS) part of the Liberia Country Programme.

Each group **explored a thematic area** or dimension and presented the priorities and key factors that Greater Monrovia needs to implement to achieve the goals of inclusive growth, management of demographic changes, and future risks. Sub-dimensions were added to help structure the discussions. For each area, groups were asked to ensure that **gender** equality issues and marginalised groups were considered. This involved adopting gender perspectives – what women and men do, how they participate, and what resources and decision making processes they are able to access.

The groups were asked to:

- Agree on a score from 0 to 3 for Greater Monrovia's performance in each area, with 0 the worst and 3 the best;
- Mark their score on the group "spider web diagram";
- Include the reasons behind their rankings; and
- Provide ways the city can improve its ranking in each area.

Group Report Backs

This section outlines each group discussion according to the five thematic areas (KPAs).

GROUP I

SPIDER CHART OF GROUP I KPA IDENTIFIED

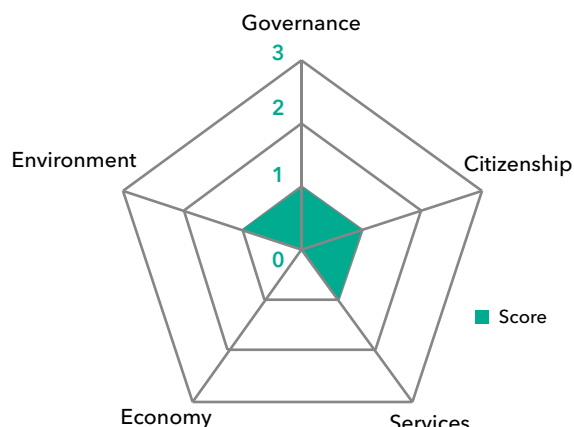


TABLE KPA SCORING BY GROUP I

KPA	SCORE
Governance	1
Citizenship	1
Services	1
Economy	0
Environment	1

Governance Score: 1

- Reasons: The group outlined capacity, representation, finance, planning, and an enabling environment. They further stated weak communication, low capacity (but said the Government was trying to improve in this area) as reasons for the above score.
- Ways to Improve: The group suggested that there's a need for more consultation with all relevant stakeholders and that there's a need to improve on all of the aforesaid reasons.

Citizenship Score: 1

Reasons and ways to improve: The group outlined social capacity, rights, and participation:

- The Liberian Constitution and elections seem not to be in the interest of ordinary citizens; government officials are only interested in themselves, not citizens.
- Civic responsibility is weak; citizens do not take responsibility.
- There is no participation of citizens in the budgeting process.
- Confidence in government is lacking and there is no or low confidence that elections will bring about change.
- There's a need for a very good independent media.

Services Score: 1

Reasons and ways to Improve: The group outlined the following:

- Health facilities/hospitals: Nurses neglect patients regardless of whether they can afford the bills or not.
- Sometimes nice school buildings are available, but attendance is poor due to high fees and the locality of the schools.
- Public schools are severely overcrowded.
- Private schools are not regulated or supervised by the government.
- Monrovia has affordable 24-hour electricity for only the privileged few.

Economy Score: 0

Reasons and ways to improve: The group outlined structure, labour market and human capital:

- Non-Liberians dominate the formal economy.
- Market prices are unstable.
- High taxes are levied on goods by the government.
- Dual currency exchange rate changes cause negative impacts for households and businesses (Liberian and US dollars).
- Liberia ranks 177th out of 181 performance in the world (HDI).

Environment Score: 1

Reasons and ways to improve:

- There are minimal environmental protection measures and little or no implementation of existing laws.
- Sea-level rise poses a severe hazardous threat.
- Sea erosion.
- Severe damage to the mangroves.
- Unmanaged mining damage to the environment/Sand mining and cutting down of trees.

GROUP II

SPIDER CHART OF GROUP II KPA IDENTIFIED

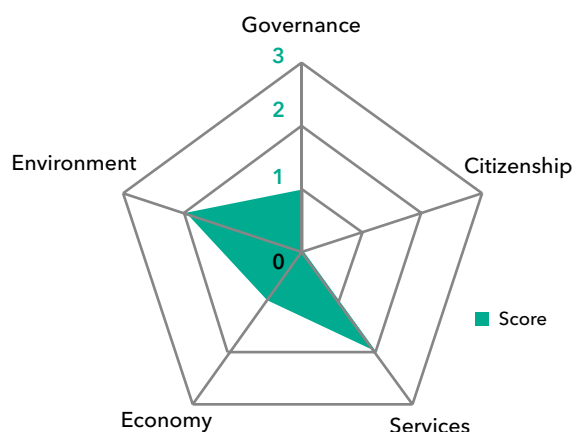


TABLE KPA SCORING BY GROUP II

KPA	SCORE
Governance	1
Citizenship	0
Services	2
Economy	1
Environment	2

Governance Score: 1

Reasons and ways to improve:

- Lack of budget allotment
- Corruption
- Lack of decentralisation
- Hierarchy not soliciting the view and needs of the majority

Citizenship Score: 0

Reasons and ways to improve:

- Citizens lack interest in participation owing to lack of employment
- There is a lack of a judicial system
- Most citizens work in the informal sector

- There is a lack of respect for rights or awareness around rights

Services Score: 2

Reasons and ways to improve:

- Minimum service delivery
- Improved educational facilities
- Partially improved infrastructure
- Partially improved roads
- Poor quality, expensive health care

Economy Score: 1

Reasons and ways to improve:

- Corruption
- Poverty
- Dual currency (Liberian and US dollars)
- High taxes on businesses

Environment Score: 2

Reasons and ways to improve:

- Lack of mitigation measures
- Poor disaster response
- Lack of air pollution prevention
- Partial implementation of environmental laws and regulations
- Unmanaged mining damaging the environment
- Sand mining and cutting down of trees

GROUP GROUP III

SPIDER CHART OF GROUP III KPA IDENTIFIED

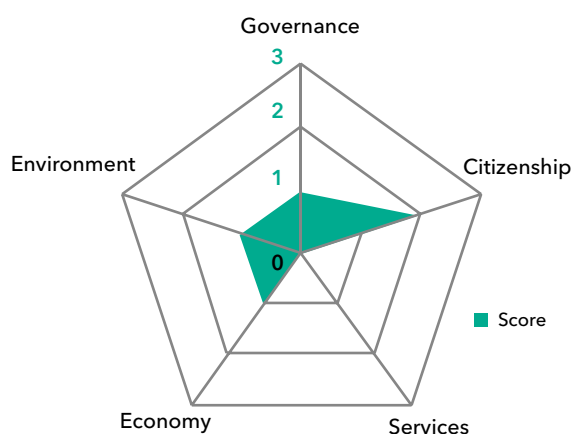


TABLE KPA SCORING BY GROUP III

KPA	SCORE
Governance	1
Citizenship	2
Services	0
Economy	1
Environment	1

Governance Score: 1

Reasons and ways to improve:

- Lack of transparency and accountability
- Lack of operational budgets
- Limited credit facilities for petty traders among financial institutions
- Lack of long-term plans
- Harassment by city police
- Lack of contingency funds

Citizenship Score: 2

Reasons and ways to improve:

- Improved security
- Freedom of speech
- Rule of law not followed
- Poor engagement of community
- Poor capacity building for civil society
- Compromising of criminal and rape cases

Services Score: 0

Reasons and ways to improve:

- Land tenure system
- Poor solid waste management
- Poor drainage and sanitation facilities
- Poor access to health services
- Poor education services
- No legal framework for CBE

Economy Score: 1

Reasons and ways to improve:

- High unemployment
- Lack of social protection for workers
- High cost of living
- Uneven distribution of natural resources
- Need for economic decentralisation into other cities curtails rural-urban migration

Environment Score: 1

Reasons and ways to improve:

- Erosion/sand mining
- Air/water pollution and food insecurity
- No mechanism to mitigate hazards
- No information on green spaces
- Inadequate water supply

GROUP IV

SPIDER CHART OF GROUP IV KPA IDENTIFIED

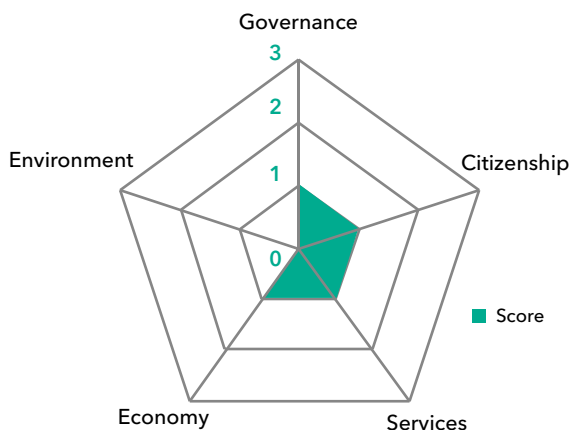


TABLE KPA SCORING BY GROUP IV

KPA	SCORE
Governance	1
Citizenship	1
Services	1
Economy	1
Environment	0

Governance Score: 1

Reasons and ways to improve:

- Lack of fiscal decentralisation
- Top-down approach in the governance process
- City government needs to have the authority to generate its own revenue and expend it according to the city's needs
- An urgent need to encourage a people-centred style of governing

Citizenship Score: 1

Reasons and ways to improve:

- Lack of public participation
- Citizens disobey city ordinances
- Encourage public participation in the decision making process

Services Score: 1

Reasons and ways to improve:

- Service delivery is poor and often inaccessible.
- The urgent need to make urban services accessible, affordable and of quality cannot be overemphasized.

Economy Score: 1

Reasons and ways to improve:

- Fluctuating and unregulated exchange rate (inflation)
- Low employment
- Proper price control is needed
- Build the capacity of citizens
- Better incentive to motivate and empower those in the informal sector

Environment Score: 0

Reasons and ways to improve:

- Lack of capacity to manage risks and hazards
- Proper implementation of environmental laws needed
- Adequate allocation of resources is needed to manage risks and hazards

GROUP V

SPIDER CHART OF GROUP V KPA IDENTIFIED

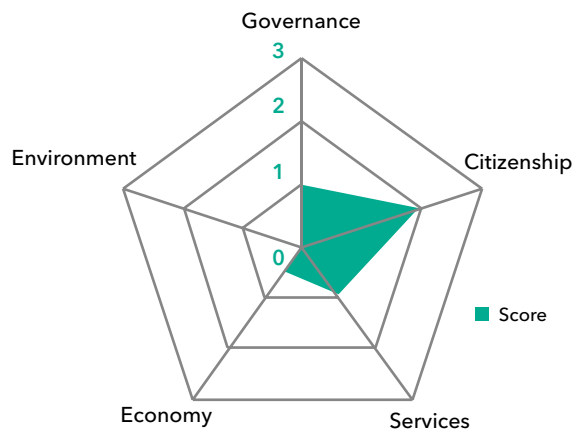


TABLE KPA SCORING BY GROUP V

KPA	SCORE
Governance	1
Citizenship	2
Services	1
Economy	0.5
Environment	0

Governance Score: 1

Reasons and ways to improve:

- Local governments are not able to raise significant capital expenditure to fund much-needed infrastructure investments.
- Local governments do not have enough staff in place to service the city, and existing staff have serious capacity challenges for key functions such as planning of basic services.
- Cities don't know who they are, significant information gaps on who is living and working in informal settlements.
- Decentralisation processes are too slow with national government, especially fiscal devolution.

Citizenship Score: 2

Reasons and ways to improve:

- The city has strong women and youth groups where civil society needs are articulated.
- Informal worker groups engage in dialogue more and more with local government to address livelihood issues.
- Forced relocation and lack of adequate compensation continues to affect communities' view of the city.
- Public safety in the city has improved following the civil conflict.

Services Score: 1

Reasons and ways to improve:

- Solid waste management in marketplaces has improved thanks to CBEs and new partnerships with worker associations.
- Improved water and sanitation services are expensive and unreliable.
- Electricity services are improving but also costly and unreliable.
- Communities need stronger oversight and involvement in the design and delivery of services to avoid corruption.

Economy Score: 0.5

Reasons and ways to improve:

- Youth underemployment as well as unemployment are serious challenges to poverty reduction.
- People do not have the right training for skilled, salaried positions.
- Many people who work in the informal economy have vibrant businesses, but these are not recognised by local government.
- The high cost of transportation negatively affects people's ability to earn a living wage and save.

Environment Score: 0

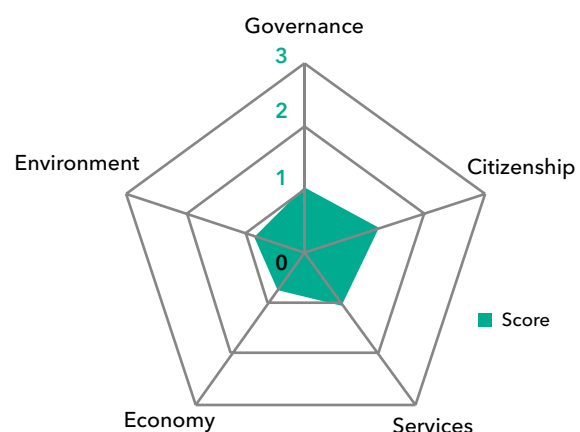
Reasons and ways to improve:

- Communities don't realise the health benefits of enhancing and protecting the natural urban environment, especially mangroves and wetland areas. Communities have an untapped positive role to play in their restoration.
- Open dumping of waste contaminates ground water and the health of surrounding communities.
- Sand mining in coastal communities is causing coastal erosion. While an environmental issue, this is linked to finding alternative livelihoods for those engaged in mining.
- Air quality in the city is deteriorating, including indoor air quality due to reliance on traditional fuels for cooking.

PRODUCING A COMBINED VIEW FOR GREATER MONROVIA: HOW WOULD WE RATE PERFORMANCE AND WHAT WOULD BE THE PRIORITIES?

This section outlines the combined areas of priority (identified from the groups' discussion) Greater Monrovia might need to get right in order to harness the full benefits of urbanisation, achieve an inclusive growth, manage demographic change and to further address future risks.

GREATER MONROVIA SPIDER CHART OF COMBINED GROUPS KPA IDENTIFIED



SUMMARY OF GROUP KPA SCORING

KPA	SCORES					FINAL GROUP SCORE
	GROUP I	GROUP II	GROUP III	GROUP IV	GROUP V	
Governance	1	1	1	1	1	1
Citizenship	1	0	2	1	2	1.2
Services	1	2	0	1	1	1
Economy	0	1	1	1	0.5	0.7
Environment	1	2	1	0	0	0.8



SESSION 5: SUMMARY OF DISCUSSIONS AND WAY FORWARD

During the forum discussion, the following next steps were suggested as a way of improving Greater Monrovia:

1. Stronger partnerships for implementation under a shared urban vision through:

- Local government and communities in the driver's seat of developing a shared city strategy. Volunteers to lead and manage working groups for each of the 5 thematic areas are to meet and discuss them further. The results/progress from each thematic team will be assessed in the upcoming city forum against the benchmark results of the first city forum. (Annex Table 1)
- Cities Alliance is committed to building bridges with other countries who can bring in technical support, for example the South African delegation and Ghana Country programme manager were present to explore partnership opportunities between the Ghana and Liberia Programmes.

2. Better data on where we live and work:

Community produced and validated data for greater Monrovia. Full slum profiling will be completed within a year and this information will be publicly available through the SDI "Know your city" platform. Cities Alliance purchased some data from LISGIS and it will be made available to all Programme partners.

3. Stronger local government capacity:

Training needs for local government workforce. Cities Alliance will identify a local Liberian institution to work with a West African institute to collaborate on the design and implementation of an urban planning training initiative for about 100 officials.

4. Informal livelihoods:

Informal workers and government need stronger partnerships to drive the economy forward.

- Cities Alliance will support petty traders to better organise themselves and partner with local government to better manage public space for vending.
- Local government support to improve budgeting and policy making around market places; the study will be completed by June 2017.

5. More and better services:

We need better quality infrastructure in settlements designed, implemented and managed by the people who live there. Cities Alliance will support 100 community upgrading projects with small grants to respond to some of the services gaps identified from the slum profiling. This will commence during 2017.

6. Slum upgrading to support incremental housing for the urban poor through:

- Work with Habitat for Humanity to come up with innovative solutions: Government, private sector financial providers, suppliers and communities
- A better enabling environment for cities from the national government

7. Cities Alliance will support a national urban policy-making process, working with the national government.

8. Cities Alliance will provide a platform for Liberians to engage in dialogue on urban issues (through the National Urban Forum).

ANNEX 1: THEMATIC WORKING GROUPS

THEMATIC AREA	NAME	ORGANISATION
Governance	Comfort Doryen	NAPETUL
	Williametta Gooding	Garworlahn Township
	Charles W Konnah	NAPETUL
	Nelson P Kpeh	NAPETUL
	Bernadette Leon	Cities Alliance
	Alice Weah	New kru town
	Citizenship	Sylvester T Yangbae
Noah N Doyah		FOLUPS
Alexander B Faryombo		NAPETUL
Stephen A Gobah		MICAT
Patricia T Nagbe		Continental Sanitation
Williametta Gooding		Garworlahn Township
Alexander W Nma		Garworlahn Township
Tom R Glassco		LISGIS
Gifty Kallon		Garworlahn Township
Economy		Delex O Falinbulleh
	Sheron J Bessman	Peace City
	Sampson J Nyan	West point
	Evelyn T Banke	Johnsonville
	Abraham D Roberts	Caldwell

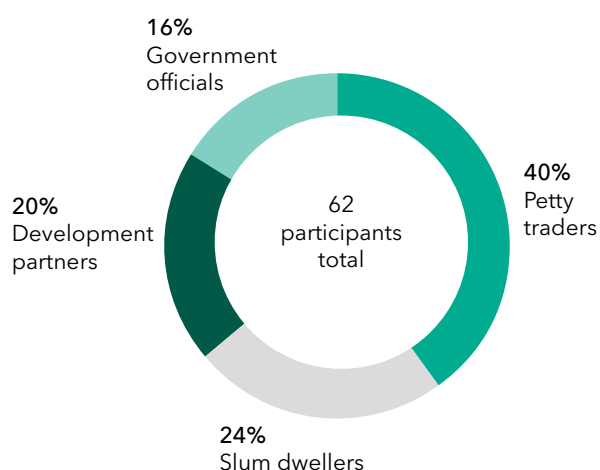
Services	J Saah Joe	Oceans
	Alphonso B Kamara	Enviromental service
	William J Jackor	Zero waste
	George Yibah	YMCA
	Mamodu Massaquoi	FOLUPS
	Priscilla Dolo	FOLUPS
	Amelia Massaquoi	FOLUPS
	Grace T Winker	NAPETUL
	Prince Adekunle	NAPETUL
	Beatrice Adekunle	NAPETUL
	Christine T	Bentol city
	Maima M Massaquoi	Savings group/ SDI
	Stella Godwin	NAPETUL
	Brendalyn K Saah	Savings Group/ SDI
	Leona Morger	Savings Group/ SDI
George T Teah	Colous waste	
Environment	Alexander B Vinton	
	Cykil D Major	
	Bill J Harris	West point
	Harris W Flomo	NAPETUL
	Naomi Fallah	
	Amos D Paye	YMCA
	Jerome Ocumba Toe	Global Sanitation
	Samuel Godfrey	NAPETUL
	Juah G Kofa	FOLUPS

ANNEX 2: WORKSHOP EVALUATION REPORT

GREATER MONROVIA CITY FORUM EVALUATION REPORT: 7 FEBRUARY 2017

At the end of the forum, a short survey was distributed to the participants. The results of the survey below are based on a total of 62 completed surveys. However, the number of total observations used to calculate each indicator varied as some questions were left blank.

1. Survey Participation



Of the 62 persons who participated, 40% identified themselves as petty traders, 24% slum dwellers, 20% development partners and 16% government officials and leaders.

2. City Forum Content

During the survey, the participants were asked if they were well informed about the objectives of the forum, the relevance of the forum material to the interests and needs of the participants, organisation of the materials presented and whether the expectations of the participants were fully met. A rating scale (1- strongly agree, 2- Disagree, 3-Neither agree nor disagree, 4-Agree, 5-Strongly agree) was used to evaluate each parameter.

- Over 85% of the survey participants agreed and strongly agreed of being informed of the forum objectives.
- 41.9% and 46.8% of the survey participants agreed and strongly agreed respectively that the forum content materials were relevant to their needs.
- The organisation of the forum materials was greatly recommended by the survey participants. Over 90% of the survey participants agreed and strongly agreed that the forum materials were well organised.
- The forum met the expectation of 93.5% Of the survey participants.

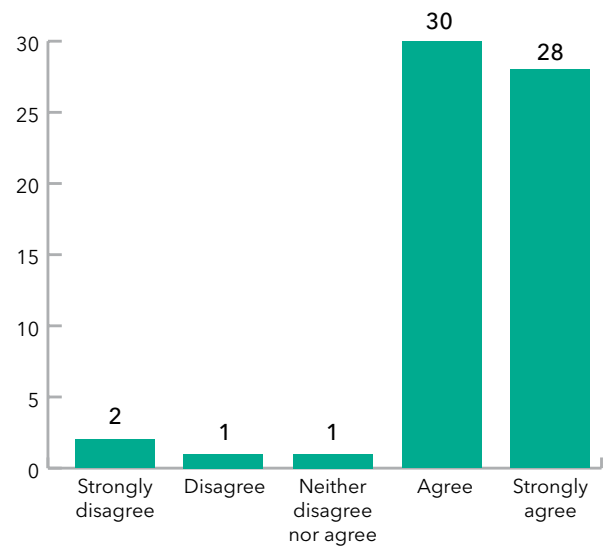
	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE
Informed of the forum objectives	2(3.2%)	1(1.6%)	6(9.7%)	33(53.2%)	20(32.3%)
Forum content materials were relevant to my needs	1(1.6%)	0(0%)	6(9.7%)	26(41.9%)	29(46.8%)
Forum materials were organised	1(1.6%)	1(1.6%)	2(3.2%)	30(48.4%)	28(45.2%)
Forum met my expectations	0(0%)	1(1.6%)	3(4.8%)	34(54.8%)	24(38.7%)

3. City Forum Design

The survey also sought participant perception about the design of the forum.

- 87.1% of the participants had a clear understanding of the forum objectives as compared to 12.9% of the participants who did not clearly understand the objectives of the forum.
- 95.2% of the participants who agreed and strongly agreed that the forum activities stimulated their learning.
- 90.3% of the survey participants rated that they obtained sufficient practice and feedback of the major issues raised affecting each of the thematic areas.
- 87% of the survey participants agreed and strongly agreed that the forum pace was appropriate.

FIGURE 1 FORUM ORGANISATION



	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE
Forum objectives were clear	1(1.6%)	0(0%)	7(11.3%)	28(45.2%)	26(41.9%)
The forum activities stimulated my learning	0(0%)	1(1.6%)	2(3.2%)	28(45.2%)	31(50%)
The forum activities gave sufficient practice and feedback	0(0%)	3(4.8%)	3(4.8%)	34(54.8%)	22(35.5%)
The forum pace was appropriate	0(0%)	4(6.5%)	4(6.5%)	33(53.1%)	21(33.9%)

1. How well was the Forum organized: 30 (48.4%) participants agreed that the city forum was well organised, 28(45.2%) strongly agreed that the city forum was well organised in terms of provision of content material, sitting arrangement, program coordination, meals and well managed time for the various forum discussions. This contributes a total of 58 (93.6%) participants who were pleased with the city forum arrangement.

2. Forum Facilitation

The forum evaluation also sought participant perception of the forum facilitator on a key issues pertaining

to preparedness, knowledge on the thematic area, presentation style, forum content material coverage and response to questions. The table below shows the responses provided by the 62 survey participants.

- 95.2% of the participants recommended the preparedness of the facilitator.
- The presentation style of the facilitator was very good (96.8% agreed and strongly agreed).

	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE
Facilitator was well prepared	2(3.2%)	0(0%)	1(1.6%)	29(46.8%)	30(48.4%)
The facilitator was knowledgeable on the thematic areas discussed	0(0%)	0(0%)	2(3.2%)	35(56.5%)	25(40.3%)
Facilitator presentation style was very good	0(0%)	0(0%)	2(3.2%)	35(56.5%)	25(40.3%)
Facilitator covered all the material clearly	1(1.6%)	0(0%)	6(9.7%)	30(48.4%)	25(40.3%)
Facilitator responded well to all questions	0(0%)	0(0%)	3(4.8%)	38(61.3%)	21(33.9%)

3. What was the least valuable about the Forum?

- Presentations made by some group members who were not composed.
- A lot of time was spent during meals which caused some delays.

4. What was the most valuable about the Forum?

- Practical sessions and discussions, especially the spider diagram construction for the various Local Government Authorities.
- Engagement of community groups and persons in the city forum.
- Good composition of the forum with participants from the Ministry of Internal Affairs, Local Government Authorities, Development Partners and community persons.
- The forum was so educational, it helped participants gain insight into major problems faced by Greater Monrovia.
- Exchange of ideas from the different Local government authorities and development partners.

5. What can be improved for the next City Forum?

- The city forum should be conducted at least on a quarterly basis for easy follow up of the issues discussed.

- The city forum should also be conducted in at least one of the communities to allow more community engagement.
- Continuous engagement of more national government officials and local government officials in the forum to encourage implementation of issued agreed upon in the forum.
- Participants should be informed on time and they should be given a preview of the subject to be discussed.
- The youth groups should also be invited in the upcoming forums.
- There is a need to demonstrate and show the data collected by SDI, identifying the gaps in the various Local Government Authorities.

6. Evaluation specific to slum dwellers and petty traders

The survey also sought the views of both the petty traders and slum dwellers about their meaningful representation in the city forum. A total of 15 slum dwellers and 25 petty traders participated in the survey.

Slum dweller analysis (15 survey participants)

- 93.3% of the slum dwellers had an opportunity to represent their views during the forum.

SLUM DWELLER ANALYSIS (15 SURVEY PARTICIPANTS)

	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE
I had an opportunity to represent my views during the forum	0(0%)	1(6.7%)	0(0%)	6(40%)	8(53.3%)
The recommendations made during the forum will be implemented	0(0%)	0(0%)	4(26.7%)	4(26.7%)	7(46.6%)
The implementation of the recommendations will bring a change in the living and working conditions	0(0%)	0(0%)	0(0%)	4(26.7%)	11(73.3%)
Have a perfect relationship with the local government authority	0(0%)	0(0%)	0(0%)	9(60%)	6(40%)
The forum recommendations will improve the relationship with the local government authorities	0(0%)	0(0%)	0(0%)	6(40%)	9(60%)
My interests have been meaningfully represented in the city forum	0(0%)	0(0%)	1(6.7%)	5(33.3%)	9(60%)

- Most of the slum dwellers (73.3%) agree and strongly agree that the recommendations made during the forum will be implemented.
- 100% of the slum dwellers strongly agree and agree that implementation of recommendations made during the forum will change in the living conditions of the slum dwellers.
- 60% and 40% of the slum dwellers agree and strongly agree that a perfect relationship exists with their local government authorities.
- Based on the survey results, 93.3% of the slum dwellers had their interests meaningfully represented in the city forum.

- 68% of the petty traders agree and strongly agree that the recommendations made during the forum will be implemented though 28% of them are not sure if the recommendations will be implanted or not.
- 88% of the petty traders strongly agree and agree that implementation of recommendations made during the forum will change their working conditions.
- 64% the petty traders had a perfect relationship with their respective local government authorities. 72% and 28% of the petty traders agree and strongly agree that the forum recommendations would improve their relationship with the local government authorities.
- 84% of the petty traders had their interests meaningfully represented in the city forum.

Petty trader Analysis (20 participants)

- 92% of the petty traders had an opportunity to represent their views during the forum.

PETTY TRADER ANALYSIS (20 PARTICIPANTS)

	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE NOR AGREE	AGREE	STRONGLY AGREE
I had an opportunity to represent my views during the forum	2(8%)	0(0%)	0(0%)	18(72%)	5(20%)
The recommendations made during the forum will be implemented	0(0%)	1(4%)	7(28%)	12(48%)	5(20%)
The implementation of the recommendations will bring a change in the living and working conditions	0(0%)	0(0%)	3(12%)	13(52%)	9(36%)
Have a perfect relationship with the local government authority	0(0%)	4(16%)	5(20%)	11(44%)	5(20%)
The forum recommendations will improve the relationship with the local government authorities	0(0%)	0(0%)	0(0%)	18(72%)	7(28%)
My interests have been meaningfully represented in the city forum	2(8%)	0(0%)	2(8%)	13(52%)	8(32%)

ANNEX 3: WORKSHOP AGENDA

TUESDAY 7TH FEBRUARY 2017

8:00-9:00	REGISTRATION
OPENING SESSION	
09:00 - 09:30	<p>Chair: Honorable Clara Doe Mvogo, Mayor of Monrovia</p> <p>Facilitator: Honorable Ellen Pratt, incoming Vice Chair, Land Authority</p> <ul style="list-style-type: none"> • Welcome by Mayor Mvogo • Remarks by Deputy Minister Stephen Neufville, Ministry of Internal Affairs, Department of Urban Affairs, Government of Liberia • Introduction of participants - tour de table • Objectives and Structure of the meeting and adoption of the Agenda - Facilitator
09:30 - 10:00	<p><i>Session 1:</i> The visioning and consensus building process - toward a City Development Strategy - Address by Cities Alliance Director, Mr. William Cobbett</p>
10:00 - 10:30	<p><i>Session 2:</i> Revelations from the ground: data and experiences from slum and informal worker community representatives - YMCA, NAPETUL with community leaders</p>
10:30 - 12:30	<p><i>Session 3:</i> Working sessions and short presentations from groups of Greater Monrovia Local Authorities and Communities: Each group of local government representatives with representatives from their slum and street vendor communities discuss and present three key development challenges for their city, township or borough.</p> <ul style="list-style-type: none"> • Barnesville Township • Caldwell Township • Congo Town Township • Garnesville Township • Garwolan Township • Johnsonville Township • Monrovia City Corporation • New Georgia Township • New Kru Town Borough • Paynesville City Corporation • Westpoint Township
12:30 - 13:00	<p><i>Session 3 (con.):</i> Interactive discussion: What are the common priorities?</p>
13:00 - 14:00	Lunch and Group Photo
14:00 - 16:30	<p><i>Session 4:</i> Break out groups and a facilitated discussion: Based on the priorities identified, build a common understanding the factors that Greater Monrovia need to get right in order to achieve inclusive growth, manage demographic change, and address future risks</p> <ul style="list-style-type: none"> • Governance • Citizenship • Economy • Environment • Services
16:30 - 17:00	<p><i>Session 5:</i> Summary of discussions and way forward - Chair and MIA Representative with Cities Alliance</p>

ANNEX 4: ADDRESS BY DIRECTOR CITIES ALLIANCE

INPUTS FROM MR WILLIAM (BILLY) COBBETT, DIRECTOR, CITIES ALLIANCE

(note this is a partial transcription from a voice clip)

Allow me to try to provide a context for the deliberations of today. Globally over the last 2 years the global community have gathered at times to frame the development framework for 2030. There are 3 key documents from these deliberation that I need to mention - Sustainable Development Goals 2013 adopted in NY, The Paris Agenda (challenges of Climate Change), the New Urban Agenda adopted in October 2016 at Quito. Now for the first time there is a universal agenda that connects all cities in the world from Benin to El Salvador to Monrovia- now all Cities report in the same way about same issues to the UN General Assembly and this now connects all cities around the world.

On behalf of Cities Alliance I therefore welcome the creation of this Greater Monrovia City Forum. I have been here for 24 hours and had a very busy time meeting Ministers, Mayors, street traders, slum dweller and had the privilege of meeting the Honourable President. I am no expert on Monrovia so let me share with you our experience of supporting these types of processes in Asia, Middle East, Latin America and Africa.

Firstly, most of issues you are facing here in Monrovia is not unique, although the specific context may be unique, **you are not facing any issues that many other cities around the world have not faced and have had to overcome - so there is lots to be learnt from others.** As Cities Alliance we are here to try to facilitate such learning including communities learning from other communities and learning between different cities.

A lesson from these places is that **most cities have not kept up with the demographic transformation as the world has progressively become more urban nor with the growth in population.** Eg in Uganda between 1950 and 2050 the population will grow 20 times, in Tanzania 18 times and in Nigeria similar. The key message **is that the old city and its structures is not sufficient to manage new conditions** and the process you are beginning now is to catch up so the city can responding to new conditions. There are consequences of these new changes and the difficulty of city management to keep up with it- we see it in the absence of planning, landuse management absence. In the cities we work in most planning happens through facts on the ground not by planners. Huge backlog in infrastructure and services, the weaknesses of the institutions that are meant to manage and take forward the cities and of course the weakness of the revenue base to drive forward the cities and to continue with the necessary investment and infrastructure is needed to invest in.

In cities of Latin America and cities all over Africa we see massive backlogs very inefficient spatial land use, lack of

planning and actually very inefficient cities. Disastrous transport, difficult to move around and keep economy going, and **most damaging is the physical and social exclusion of the large majority of the population in cities.**

Net result of all of this is maybe one of the most challenging Global threats to our wellbeing, the **increasing inequality at national level but especially at city level.**

With particular impact on role of women in society and on children and youth in citie. We should remember that 60% of population of Africa in 2015 is under age of 24.

Again I am no expert on Monrovia. All cities have unique past, but experience show that the past of most cities have resulted in the condition that only a part of the city is serviced, the city is designed for a smaller population, that it is often the elite that is serviced, and majority is excluded. Net result is of inefficiency for everybody in the City. Therefore the key challenge for the Mayor of Monrovia, for the Governor of Lagos for Mayor of London is to ensure that you focus on the entire city and all citizens, that is principle number one. You cannot focus on a part of the city and some citizens which is what too many cities do.

So the past is not going to guide you for a different future and the real challenge for Monrovia and for Freetown is then to Plan for that different future.

For the process that we are starting today, there are some basic challenges and ways forwards:

Technically, redesigning the city is not that difficult. We often know what needs to be done on land etc. BUT changing the mind-set of the citizens of the city and having the courage to go through with the consequences of these difficult decisions is what is difficult. So

- Make sure all stakeholders are involved in the process, public and private, individual and corporate citizens. This process has to be a legitimate and an interconnected process. Of course the City Council would continue to take decision and communities would continue to make decisions but you need to connect the processes. You cant make decisions here jointly that will not be followed through on.
- Any city has to accept that, as we are now is where we start from. The City as it is now is the reality. The way it is now is the starting point.
- You need to generate a common set of information about the situation so that you are working from the same page. Most Mayors in Africa are driving blind in that they do not have the set of information they need to plan their cities properly. That is why the support we provide through Slum dwellers International and others is geared to generating data that can help you to properly plan your city. You cant plan your city if you don't have the necessary information about where the people are, where they are coming from, how do they get services and how do they pay for water and electricity. Example: The general rule in cities are that

the poor often pay more for services in the same city every time especially for water and for land. This is the consequence of the local authority not being present in the lives of the city poor. This type of information must all be out on the table so that it can all be put in context.

- Finally, to turn a city around whether Lagos or Monrovia, you need be active and consistent in your behaviours for a long term process. This planning process cannot be governed by elections, or the appointment of the next Mayor, it is not a 2 or 3 year process. I can give you example after example - we have been supporting Sao Paulo for 15 years now. We cant say we have fixed Sao Paulo but we can say we have supported the process of change for 15 years now. I come from Johannesburg and this city has constantly been transforming now for 20 years and no one will say it is finished. So we have to have this mind-set of not waiting for 20 years, but of consistent transformation and change all of the time - this is essential for changing the mind-set which is the first challenge I mentioned.

Key issues to address:

With this data, we have to see what the key issues are.

- Whether it is Monrovia or Cairo or New Delhi, everywhere we have supported the **key issue number 1 every time is the functioning and the non-functioning of the urban land market. How does land gets identified, assembled and put to the use of the greater city...?** In most cities our starting point has been that the land market is the place where the history of that city is most or best obtained and the land markets is almost certainly dysfunctional. And **I cannot underscore how important clear thinking and data and decision making about the land systems will be needed.** I drive around Monrovia for a few minutes I see the amount of vacant and underutilised land - this will not last 10 minutes in New York because a decision will be made very swiftly about how to put this land to good use because it is amongst the most important assets in the City. Moving the population around to avoid addressing this problem has never worked in any city in the world. **So number 1 is address the land markets.**
- Number 2 issue is the provision of services: Remember this rule - **if the City does not provide the services to people formally, someone else will provide the services to people informally,** because people have to get the services, they have to get water, they have to get sanitation. And if the State is not present someone else will move in. And when you complain about the presence of slumlords, it is exactly this absence of delivery that will led to other problems. And if you want to see this problem at large then come to Brazil where the state now has to try and recover those parts of the City that is ignored for 15 years. So ignoring the City and ignoring the poor has long term and hugely expensive social and economic consequences. So the provision of services on a universal basis, one set of services provided to all citizens is a challenge.

- Then of course urban mobility is an issue, how people move around the city is governed by where the population is located. So if you locate the poor, like South Africa, on the periphery of the city so it takes them 2 or 3 hours to get to work, you will end up with weakened labor force and you will end up with a weakened and inefficient city...this is no way to design a city. So Peoples access to livelihood, services and other residents of the city is what should be the guiding notes for cities.
- The protection of the environment is important, Africa is not the biggest driver of climate change and rising sea levels but is certainly dealing with some of the worse consequences of climate change.
- We need to therefore have a very clear understanding of the relationships between urban land markets, services and urban pop and urban environment - to frame the state of the city debate
- Equitable revenue generation is the next key issue: what are the sources of revenue, how we getting revenue in for investments out and is it equitable? What I hear most often from City Managers is are the residents willing to pay? And what I can say is that residents are willing to pay for services well provided. I then ask the Local authorities- are you able to collect revenue because in many cities they do not collect from the rich (being government departments and the elite) who have clever ways of getting around paying for services. You need national government to come to the party to provide the framework for cities and LA's to become efficient. That means looking at the relationship between local government and national and in particular the transfer of funds between national and local.
- National have to take direct interest in the structure of local government and the strengthening of local government. In too many countries Local Government is seen an inferior form of government. Until we change the image of local government so that we can provide the best staff, turning local government into a career for people who really want to service their communities, we will not succeed. Strengthening the image and importance of LA's in partnership with national government and citizen.

All of the above are some of the key conditions to generate the possibility of long term investment in a city.

The biggest indicator is in households investing in their own future, in their own housing - **if people are not investing in their own future, if their future is unsure and they are not sure what their government will be doing or there is an anti poor policy then chances of attracting investment into your city from others is slim.** Why would I invest in your city when you are not investing in your own city.

These are high level lessons I am sharing with you, but no city is totally unique. I wish you all of the best in your deliberations, I offer you our long term support and our constructive and frank feedback.

ANNEX 5: ATTENDANCE LIST

CITIES ALLIANCE-LIBERIA COUNTRY PROGRAMME CITY FORUM ATTENDANCE LIST: 2017/02/07

NO.	NAME OF PARTICIPANTS	ORGANIZATION	POSITION
1	Siatta Sheriff	NAPETUL	Seller
2	Bintu S. Fahnbulleh	NAPETUL	Seller
3	Evelyn T. Banks	NAPETUL	Seller
4	Mario Flores	Habitat for Humanity	Director-Field Operations
5	Neville Chainee	DHS-South Africa	Senior Manager
6	Abioseh A. Wilson	Freetown City Council	Councillor
7	George K. Ndebeh	Global Sanitation	Senior Supervisor
8	Richard F. Kollie	Garworlohn	General Chairman
9	Stella Godwin	NAPETUL	Representative
10	Alexander Nma	Garworlohn	Chairman
11	Rebecca Benson	Ministry of Internal Affairs	Mayor-Tubmanburg City
12	Bill J. Harris	West Point	Community dweller
13	Moses Quollin	Radio Maria	Journalist
14	Mariama Massaquoi	SDI/YMCA	Enumerator
15	Alice B. Weah	Borough of New Kru Town	Governor
16	Deborah Zarboe	FOLUPS	Group Head
17	Sheron Bessman	NAPETUL	Seller
18	George Y. Gleh, II	FORLUPS/official	Supervisor
19	Mohamad A.S. Koroma	Freetown City Council	Deputy Chief Administrator
20	Bendu Sheriff	NAPETUL	Seller
21	Darlington D. Nuah	MCC	Public Relation
22	Steve Weir	Habitat for Humanity	VP
23	Sanjee Singh	Habitat for Humanity	Manager
24	Robena Venan	PCC	Director-SPO
25	Marie B.G. Yarway	FOLUPS	Member
26	Abu Bakankaman	Freetown City Council	Councillor
27	Cain Prince Andrews	MCC	DG/Ops

28	Anne Catherine Bajard	OXFAM	Country Director
29	Brendalyn X. Saah	YMCA	Enumerator
30	Bernadette Leon	Cities Alliance	Project Manager
31	Nelson P. Kpeh	NAPETUL	Assistant Secretary General
32	H.W. Sam Franklyn Gibson	Freetown City Council	Mayor
33	Aiah E. Mbawa	Sierra Leone Embassy/Liberia	HOC
34	Amos D. Paye	YMCA	Project Manager
35	Omar Siddique	Cities Alliance	Senior Urban Specialist
36	Alexandra Kurth	Cities Alliance	
37	Sheka L. Dumbinga	Freetown City Council	Councillor
38	Matthew Ndoté	Habitat for Humanity	COP
39	Abu B. Nylendy Kargbo	Freetown City Council	Councillor
40	Irene Vance	Comic Relief	Inter Manager
41	Straven Willie	USAID-LEGIT	Govt. Advisor
42	Claude Ngomsi	UN HABITAT	Advisor
43	Adv.SC Letele	DHS-South Africa	Chief Director-Legal
44	Runze Wang	UN HABITAT	Urban Planning Officer
45	Boye Roberts	MCC	Director
46	Wleemongar James	MCC	Comptroller
47	Nyantee S. Togba	OK FM 99.5	Reporter
48	Jarp Davies	ELBC	Reporter
49	Juah G. Kofa	Urban Network	Lead
50	Pius Tweh	Radio Veritas	Reporter
51	Horatio Max Gorrie	Freetown City Council	City Engineer
52	Gabriel Leonand	National Housing Authority-Liberia	Project Officer
53	Hunlede Joachim	UCLGA	P. Officer
54	Cecil Brandy	Land Authority-Liberia	Chairman
55	Patricia Nagbe	Continental	Manager
56	Hannah Tarpeh	NAPETUL	Coordinator
57	Zubahyea Flomo	MCC	Director
58	Alexander Vinton	Mombo Town, West	Chairman
59	Williamietta Goodes Carlos	MIA/Garworlohn	Commissioner

60	Patrick T. Kenyor	NAPETUL	S/D
61	Prince	Adekunle	Advisor
62	Sampson J. Nyan	MIA/Garworlohn	Commissioner
63	Beatric	Adekunle	Member
64	Peter DalGLISH	WHO	Urban Advisor
65	Calvin Brooks	LINA	Reporter
66	Zee Roberts	Informa	Reporter
67	Trokon Collage	MICAT	Reporter
68	Moses Q. Williams	Keep Counseling	General Manager
69	Saydee T. Brown	Keep Counseling	Chief-Operation
70	Andy K. Ponpoo	United Group of CBE	Manager
71	George Yenegro	Ministry of Public Works	Assistant Minister
72	Adolphus McCritty	BCC	Consultant
73	Tom R. Glassco	LISGIS	GIS Expert
74	Samuel Godfrey	NAPETUL	Member
75	Agnes M. Peabody	MCC/SWMD	Supervisor
76	Priscilla Dolo	YMCA	Secretary
77	Line Bechmann	OXFAM	Funding Coordinator
78	Charles Konnah	NAPETUL	Vice President
79	Mike Bird	WIEGO	OPS Manager
80	Sibailly Maximilien	StreetNet	Organizer
81	Mara Forbes	SDI	Program Officer
82	Edmond Llyod	Tumarsi	Urban Planner
83	Leona Monat	FOLUPS	Member
84	Lucy Gray	Comic Relief	M&E Manager
85	Cyrus Watuku	Habitat for Humanity	Director-Program OPS
86	Abu A. Khanu	Freetown City Council	Councillor
87	Abu Bakarr Kamara	Freetown City Council	Councillor
88	Noah N. Doyah	FOLUPS	Secretary General
89	Amelia Massaquoi	FOLUPS	Mobilizer
90	Henrique B. Zayzay	MOS/PDU	Program Officer
91	Delux Fahnbulleh	NAPETUL	Secretary General

92	Vusi Tshose	Dpt Human Settlements South Africa	Director
93	Lauramae Gabbidon	MCC	Director
94	Siafa Sherman	Fobec	Web Developer
95	Prof. Johnson Falade	UCLGA	Consultant
96	Theresa T. Nyepan	NAPETUL	Member
97	Irene Y. Tues	NAPETUL	Member
98	Sulaiman Zainu Parker	Freetown City Council	
99	Es-Samir Bropleh	National Housing Authority-Liberia	PDO
100	Charles Patsika	UCLGA	Director-Membership
101	Nicolas Snel	RiA	Data Scientist
102	George S. Teah	Colonil West	Chairman
103	Alice Jallah	MIA	Research Assistant
104	Robert Bestman	MIA	Assistant Minister-Urban Affairs
105	Frank A. Krah	UN HABITAT	National Consultant
106	Olival Saydemih	CATY	
107	Sumo W. Harris	Plan Liberia	Urban Project Coordinator
108	Tanneh Delamou	FOLUPS	Member
109	Lomeh Roberts	Dixville	Commissioner
110	Christine T. Norman	Bentol City	Mayor
111	Lewis K. Wleh	New Georgia	Commissioner
112	Davis D. Logan	MCC	Accountant
113	Sylvester T. Yangbae	Gardnersville Township	Clerk
114	Jacob Garyah	UNOPS	Driver
115	Hawa Kamara	NAPETUL	Seller
116	Sheldon Yoder	Habitat for Humanity	Manager
117	F. Sherman	MCC	Manager
118	Mamodu H. Massaquoi	FOLUPS	Member
119	Hajaradu F. Samura	Freetown City Council	Councillor
120	Jerome O. Toe	Global Sanitation	Manager
121	Amadu Zober	Freetown City Council	Manager
122	Gyude W. Allison	National Housing Authority-Liberia	DMDTS
123	Abraham Roberts	CWG	Supervisor

124	Comtact Doryen	NAPETUL	
125	Jacob Waller	MCC	Head-PR
126	Tolbert A. Kerkulah	MCC	Coordinator
127	Grace Jackson	NAPETUL	
128	Saah Joe Dendaneh	OCEANS	OPS Manager
129	Harris W. Flomo	NAPETUL	Secretary
130	Grace T. Winker	NAPETUL	Chairlady
131	Alexander B. Faryombo	NAPETUL	Co-Chair
132	Lorpu S. Johnson	NAPETUL	Member
133	Naomi Fallah	NAPETUL	Member
134	John Tamba		
135	William P. Woods	MOCI	Director
136	Patience S. Godoe	MCC	PRO Assistant
137	Edwina A. Tay	MCC	GSU
138	C. Mike Doryen	MCC	OM
139	Florence G. Dukuly	LIPA	DDGA
140	Alphonso Y. Kamara	NACOB	President
141	Sallu Swaray	MEDIA	News Editor
142	William Sackor	Zero Waste	Operator
143	Peter Quamo	OXFAM	Education Advisor
144	Gifty Kallon	NAPETUL	Seller
145	Galwelon Tokon		
146	Stephen A. Gobah	Little White	
147	L. Braitteuaitie	Borough of New Kru Town	Chairperson
148	Sampson Toby	Zero Waste	General Manager
149	Florence Brandy	Montserado County	Superintendent
150	Benjamin G. Yiediboe	Cities Alliance/MCC	Urban Professional/Volunteer
151	Senjovu Andrew	Cities Alliance	M&E Analyst
152	William Cobbett	Cities Alliance	Director
153	Clara Doe Mvogo	Monrovia	Mayor
154	Ellen Pratt	Ministry of Commerce	Deputy Minister
155	Robert Bestman	Ministry of Internal Affairs	Assistant Minister

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