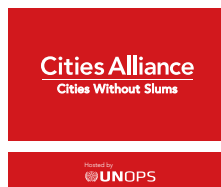


# Greater Monrovia Urban Development Strategy



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The Greater Monrovia Urban Development Strategy (2021-2042) will have not been possible without the participation and inputs from various stakeholders:

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Paynesville City Corporation

Ministry of Internal Affairs

Townships: Congo Town, Westpoint, Garwolon, Gardnersville, Bardnersville, New Georgia, Dixville, Johnsonville, Caldwell and the Borough of New Kru Town

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The Greater Monrovia Urban Development Strategy would not have been possible without the full participation and inputs from various stakeholders. Heartfelt appreciation is extended to:

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- National Government Stakeholders
- Private Sector Partners
- Donor Partners
- CA Implementing Partners
- Representatives from civil, women’s, youth, business, arts and culture, sports, religious and cultural societies and organizations
- Community Members

## FOREWORD



### **Honorable Varney A Sirleaf, Minister, Ministry of Internal Affairs**

On behalf of the Government of Liberia and the Ministry of Internal Affairs, it is with pleasure that I present the Greater Monrovia Urban Development Strategy. This strategy is a powerful tool that will enhance sustainable development and help the Greater Monrovia region harness the potential of urbanization through strategic planning and governance. The emergence of Smart Cities is the way to go now and am happy Liberia is not left behind with the development of this document.

The Greater Monrovia Urban Development strategy will support our cities and the country utilize smart technologies to build more efficient and livable urban environments, boost economic growth, foster well-being and facilitate citizen engagement. The Governments of Liberia through the Ministry of Internal Affairs is providing significant backing to urban development, acknowledging the importance of public support in this field. The development of urban strategies offers significant prospects to tackle enduring issues faced by Greater Monrovia in policy areas such as transport, the provision of public services, education, healthcare and utilities.

Fundamental changes such as climate change, rural-urban migrations, slum upgrading, technological advances, increasing community demands and shifting authority from national to local levels are changing the playing field of cities in Liberia with the passage of the Local Government Act of 2018. I believe the Greater Monrovia Urban Development Strategy will enhance sustainable urban growth and expansion across the region. This is particularly the case as urban development objectives shift from pure wealth creation towards more complex and demanding well-being objectives.

We are very grateful to Cities Alliance, the Government of Liberia, all the cities and city officials, and other local government authorities directly involved in the development of this important strategy document, for their willingness to share their experiences, insights and challenges. I am also highly indebted to all the interviewees and discussion partners for their time and willingness to contribute to this document, as well as to the many people in Greater Monrovia involved in coordinating, analyzing, writing and reviewing case studies, making the final result a true team effort.

On behalf of the Ministry of Internal Affairs, I pledge our support to the successful implementation of the Greater Monrovia Urban Development Strategy.

**Minister Varney A Sirleaf**  
**Minister of Internal Affairs**



## FOREWORD



**Mayor Jefferson T Koihee, Mayor, Monrovia City Corporation**

Monrovia, the Capital City of Liberia, is home to many people, both nationals and immigrants. It is a bustling city with Liberia's largest hub for internal commerce and transnational trade. Most of the country's social, academic, urban, and development infrastructures are hosted in Monrovia, and therefore attracts an ever growing population. The continuous rise in population has propelled the settlement of people in the surrounding Townships and Borough beyond the city limit. It also ignited rapid urbanization in those Townships and Boroughs once considered far and rural to Monrovia.

Monrovia's population growth and its settlement and infrastructural expansion have been without adequate and continuous planning to accommodate its rising urban outlook and function. Urban planning is integral to the development, organization, coordination, and sustainability of the policies, ordinances, land use and development, housing, environment, road network, commerce, transportation, economy, social, and multi-cultural nature of its people and communities. An Urban Development Strategy is a 21<sup>st</sup> Century development tool which continues to be utilized by many cities around the world, especially in developed and developing countries. Monrovia has been in need of such initiative for a long time.

Hence, we are excited and do appreciate the Urban Development Strategy (UDS) support to MCC by Cities Alliance; it comes at such an opportune time when the City is contemplating review and modification in the Act establishing the City of Monrovia, its boundaries, laws and ordinances, as well as possibility for advancement to metropolitan status. The UDS initiative provides an opportunity to bring closer the cities of Monrovia and Paynesville and their respective Townships and Borough for joint planning and synergy. The time spent together in developing the Strategy has reawaken the bond and strengthened dialogue between and among our Cities, Townships, and Borough. I am confident of greater achievements while consolidating our efforts through mutual respect and complementarity.

The Greater Monrovia Urban Development Strategy encapsulates Monrovia and Paynesville with the nine Townships and a Borough. We are hopeful that further conversation can have the City of Brewerville included. The strategy is grounded on five key dimensions-Governance, Citizenship, Economy, Services and Environment. These dimensions are key drivers of sustainable development in urban settings once coordinated and effectively implemented by local and national actors. Moreover, the strategy directly inter-connects the government of Liberia's Pro-Poor Agenda for Prosperity and Development which is guided by four pillars focusing on empowering Liberians through education, health, youth development and social protection, enabling private sector-led economic growth, supporting a peaceful society, and creating an inclusive and accountable public sector with opportunity for all.

**Jefferson T Koihee**  
**Mayor**  
**Monrovia City Corporation**

## FOREWORD



### **Hon. E. Pam Belcher –Taylor, Mayor, Paynesville City Corporation**

It is with a tremendous sense of pride that I present to you, KUKATONO, “We are One” Greater Monrovia Urban Development Strategy, a collaborative plan developed for eleven (11) Local Government Authorities, including the Authorities City of Paynesville, Liberia. KUKATONO highlights the work that the PCC Urban Development team, in collaboration with other local governments and our partners; both domestic and international, has undertaken to provide its residents with tools to enhance service delivery, increase economic and personal prospect, and works towards harnessing the potential of sustainable urbanization.

Having a ready supply of land with infrastructure to support the Greater Monrovia growth will ensure the region can harness new development opportunities and increase competitiveness and quality of service delivery. The Urban Development Strategy for Greater Monrovia provides feasible projects while managing the financial risks of duplicating or providing too much infrastructure in multiple locations. In developing An Urban strategy for growth, Greater Monrovia must build on its historical strengths, including its compactness, strong city center, transport network and supply of productive land as well as integrating land use planning and infrastructure as a powerful economic development tool.

The strategy provides the National government, Cities, surrounding townships and development partners with certainty and choice, while also directing new development to the most appropriate location. It also ensures development is consistent with Greater Monrovia’s broader objectives, especially for the city center and urban design. Successful and appropriately placed development will contribute towards “KUKATONO” strategic priorities.

With the Greater Monrovia Urban Development Strategy, I am very confident both Cities (Paynesville and Monrovia) and the surrounding townships will drive entrepreneurship and innovation by providing the support, infrastructure, opportunities and conditions to enable traditional sectors to diversify and expand, and new industries and new economies to grow and create the employment opportunities that sustain and expand our city’s future.

I would like to thank the staff of PCC and that of MCC and surrounding townships and borough who assisted in the development of this Urban Development Strategy. Additionally, I extend my gratitude to our partners in the Cities Alliance Country Programme; without whom, this endeavor would be impossible, the Liberian National Government and the people of Paynesville. It has been a monumental opportunity to be part of a participatory strategy development process to ensure a more resilient urban future for our respective cities.

This journey deepened our understanding of our challenges as well as discovery of opportunities. We look forward to leveraging this strategy to further expand the City of Paynesville’s partnerships towards achievement of the articulated strategic projects. As we embark on these next critical milestones, we hope that you will join us in meeting and possibly exceeding our strategy objectives.

**Mayor E. Pam Belcher-Taylor**  
**Paynesville City Corporation**

## PREFACE



### **William Cobbett, Director, Cities Alliance**

It is a real privilege to offer a short Foreword to the Greater Monrovia Urban Development Strategy, which spells out a Transformation Strategy for the period 2021-2042.

Given the size of the population and the strategic location of Monrovia and Paynesville and surrounding townships and the Borough, it is clear that the smooth running of this metropolitan area has a wider importance: this is not just a local issue, but vital to the Liberian national economy.

As part of its Country Programme, the Cities Alliance has been pleased to support its Liberian partners in the development of Four key policy frameworks – a National Urban Policy for a country in the midst of a demographic transformation, the Voluntary Gender Responsive Relocation Policy Guidelines, the Slum Upgrading and Affordable Housing Framework and this Urban Development Strategy for its economic, social and political centre.

An Urban Development Strategy is not a blueprint, but a *framework* through which the public authorities of Greater Monrovia can engage with the non-state actors and private citizens whose fortunes are all connected. The City Councils of Monrovia, Paynesville, respective townships and the Borough, with the support of national government, have to provide the lead and create the conditions through which all assets, and all citizens, are brought into the picture.

The starting point is Greater Monrovia as it is today: with an informal economy that produces both housing and livelihoods for the majority of inhabitants; an urban society in which the political and economic role of women needs to be strengthened; and with an urgent need to offer education, opportunities and careers for an increasingly youthful population.

Grappling with these challenges will require mature political leadership, excellent data, open and honest dialogue, consistency and perseverance. Other urban areas have done it – so too can Greater Monrovia.

*On behalf of the Cities Alliance, I would like to thank our partners in Liberia who have already demonstrated that there is cause for real optimism – to the Ministry of Internal Affairs, the Cities of Monrovia and Paynesville, the townships and the Borough across Greater Monrovia and to the teams that lead this important work.*

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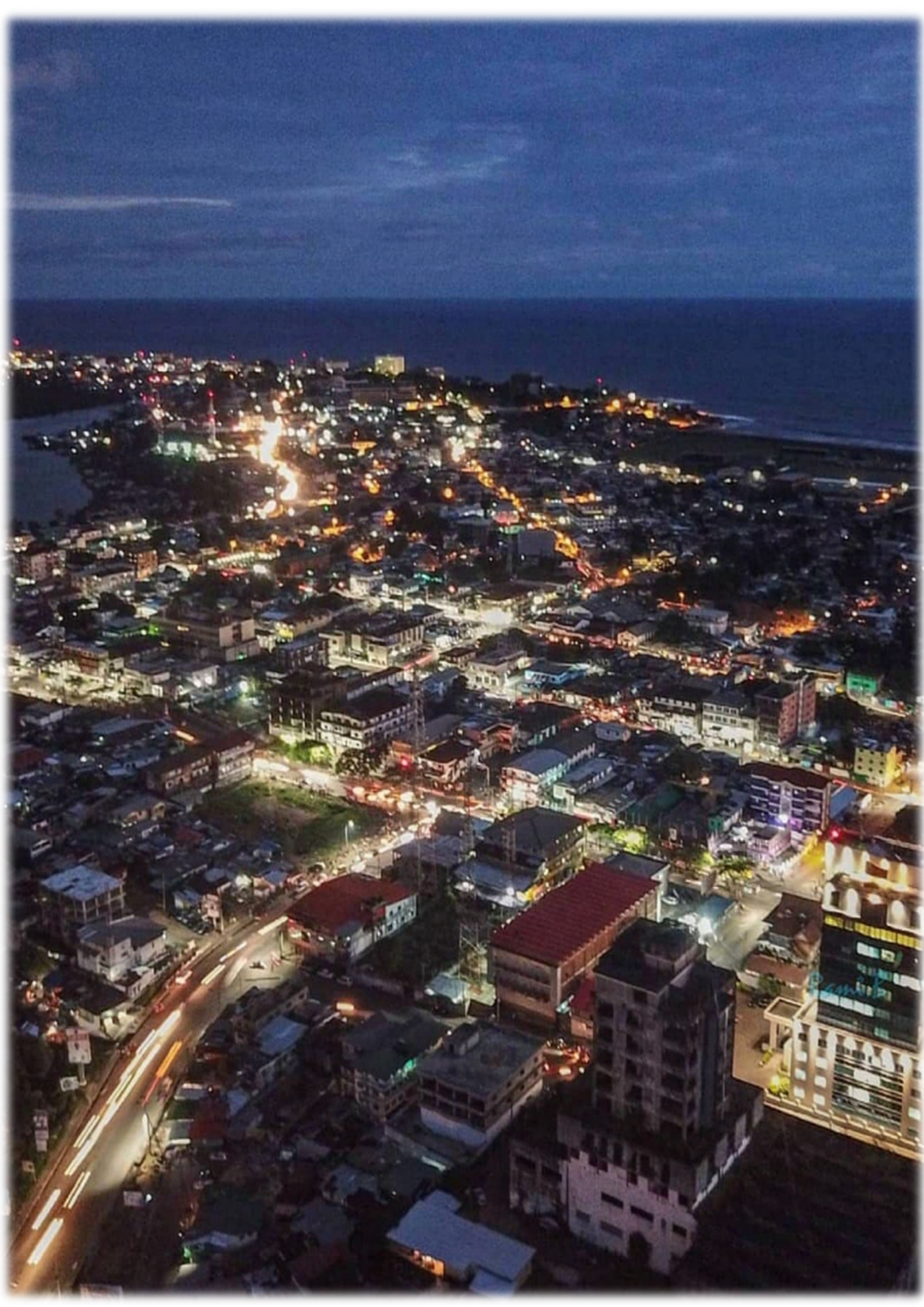
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## LIST OF ACRONYMS

AMLOGAL	Association of Mayors and Local Government of Liberia
AFT	Agenda for Transformation
CEE	City Enabling Environment
CPI	Consumer Price Index
CA	Cities Alliance
CDS	City Development Strategy
CUF	Community Upgrading Fund
EIA	Environmental Impact Assessment
EPA	Environmental Protection Agency
ESIA	Environmental and Social Impact Assessment
FEPTIWUL	Federation of Petty Traders and Informal Workers Association
FDGs	Focus Group Discussion
FOLUPS	Federation of Liberia Urban Poor Savers
FCDO	Foreign, Commonwealth and Development Office
GHG	Greenhouse Gas
GAM	Goal Achievement Matrix
GIS	Geographic Information System
GOL	Government of Liberia
HFHI	Habitat for Humanity International
HIES	Human Income and Expenditure survey
IHS	Institute of Housing and Development Studies
IDH	Sustainable Trade Initiative
IMF	International Monetary Fund
KII	Key Information Interview
LCP	Liberia Country Program
LERC	Liberia Electricity Regulatory Commission
LEC	Liberia Electricity Corporation
LISGIS	Liberia Institute for Statistics and Geo-information Services
LLA	Liberia Land Authority
LRA	Land Right Act
LWSC	Liberia Water and Sewer Corporation
M&E	Monitoring and Evaluation
MCC	Monrovia City Corporation
MIA	Ministry of Internal Affairs
MILE	Municipal Institute of Learning
MME	Ministry of Mines and Energy
MOT	Ministry of Transport
MOU	Memorandum of Understanding
MPW	Ministry of Public Works
MCA	Millennium Challenge Account
NTA	National Transit Authority
NUA	New Urban Agenda
NUP	National Urban Policy
NUF	National Urban Forum
NDMA	National Disaster Management Agency
NDP	National Development Plan
NEC	National Elections Commission

PAPD	Pro-Poor Agenda for Prosperity and Development
PCC	Paynesville City Corporation
RCA	Rapid City Assessment
RREA	Rural Renewable Energy Agency
RESMP	Rural Energy Strategy and Master Plan
SDG	Sustainable Development Goals
SIDA	Swedish Development Agency
SMART	Specific Measurable Actionable Realistic and Targeted
SWOT	Strengths Weakness Opportunities Threats
TOT	Terms of Trade
UDS	Urban Development Strategy
UNDP	United Nations Development Project
UNOPS	United Nations office of Project Services
WASH	Water Sanitation and Hygiene
WEIGO	Women in informal Employment globalization and organization
WHO	World Health Organization
YMCA	Young Men's Christian Association









## EXECUTIVE SUMMARY

“KUKATONO” articulates an overarching vision of how the people of Greater Monrovia can work together to strengthen the economy, protect the environment, improve service delivery, promote equality, alleviate poverty and develop the society. It is the aligned outcome of close collaboration between the Cities of Monrovia, Paynesville and surrounding townships and one borough, which together form the Greater Monrovia Urban Area and contextualizes the framework for the Urban Development Strategy.

An Urban Development Strategy is a tool that can be used at various stages from the metropolitan area down to the neighborhood level, and helps a city or region to harness the potential of urbanization through strategic planning. The strategy is built around an action-oriented process, developed and sustained through participation, to promote equitable growth in cities and their surrounding regions to improve the quality of life for all citizens.

A UDS helps urban areas integrate a strategic development approach and a long-term perspective into their urban planning. City development strategies are based on the premise that a city or region's development path can be altered significantly by well positioned and well timed public, private, and civil society strategic interventions. If national urbanization policy frameworks are aligned with local strategies, change is likely to be quicker and more impactful. Empirical evidence suggests that the performance of cities can change enormously within a short period of time, certainly within a generation, i.e., 10-20 years.

A UDS is not only concerned with developing a strategy but also with its implementation and the sustainability of initiatives, through integrating operation and maintenance issues into the whole process. The development of the Greater Monrovia Urban Development Strategy was a participatory approach



that involved stakeholders at the national, local and community level, as well as development partners working in Liberia's urban sector.

**KUKATONO**, the Greater Monrovia Urban Development Strategy, gives contextual understanding of the region's urban fabric, provides the essential items needed for a guided urban development, and provides a structure to the elaboration of a future development strategy for the Greater Monrovia region. The strategy outlines strategic guiding principles that will constitute a framework for local decision-makers to assess whether new project and development proposals will contribute to a more sustainable and resilient Greater Monrovia.

This assignment output, "Urban Development Strategy", is a tool that will help the Greater Monrovia Urban Area (Monrovia, Paynesville and 11 smaller local government authorities) develop planning strategies focusing on 5 thematic dimensions:

- Governance: **Greater Leadership and Better Systems**  
Addresses the critical issue of municipal governance and the governance reforms and systems that are integral to the success of the UDS.
- Economy: **Greater Growth and Equity**  
Assesses the strength, challenges, and opportunities to the performance, structure, labor market and human capital of the economies of all cities and townships within Greater Monrovia.
- Environment: **Greater Green and Climate Resilience**  
Analyses the reforms and environmental considerations (cost and benefits) that are an integral component to be included in urban planning decisions, in order for development to be sustainable and propel climate resilience.
- Service: **Greater Reach and Quality**  
Examines the critical issues of significant improvements required to deliver effective and efficient service delivery in Greater Monrovia.
- Citizenship: **Greater Participation and Empowerment**  
Seeks to promote opportunities for meaningful citizen participation in the process to build the synergies instrumental in supporting implementation and ownership of the process.

As an action-oriented process, the 21-year strategy was developed and sustained through participation of stakeholders at the national, community and local government levels, with the goal to promote equitable growth in Greater Monrovia and transform the urban area through well placed and strategic planning interventions.

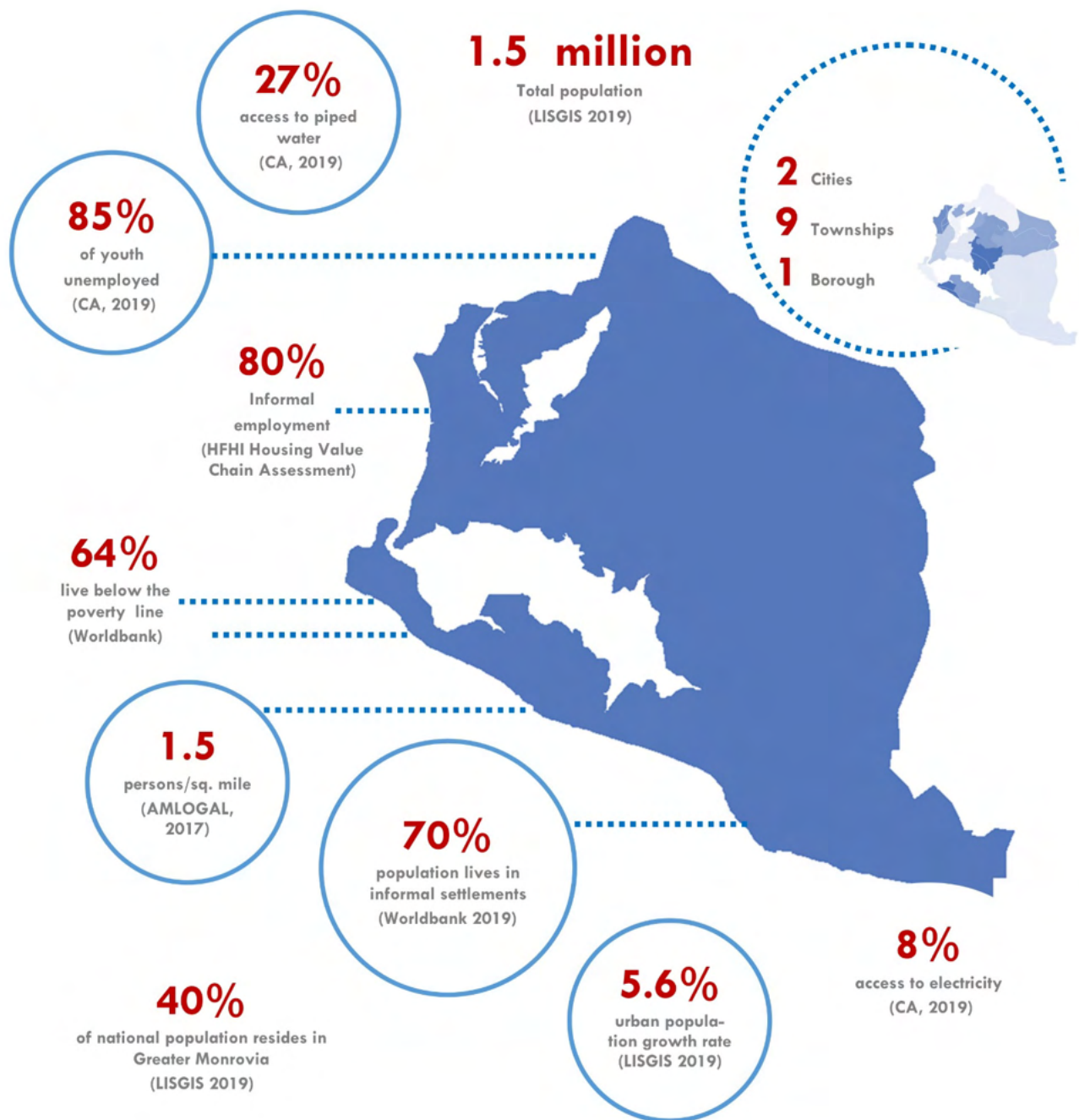


Figure 1: Greater Monrovia Profile: Facts and Figures



## 1.0 INTRODUCTION

Greater Monrovia, Liberia's capital region and nucleus of the Nation's economy and as a planning area for the UDS, is comprised of the Cities of Monrovia and Paynesville, the Townships of Congo Town, Westpoint, Garwolon, Gardnersville, Bardnersville, New Georgia, Dixville, Johnsonville, Caldwell and the Borough of New Kru Town. Collectively, these local government authorities make up the Greater Monrovia Urban Area. It was important to stakeholders that the Strategy evolved to encompass an urban typology, recognizing the importance of the 12 LGAs that comprise the planning area.

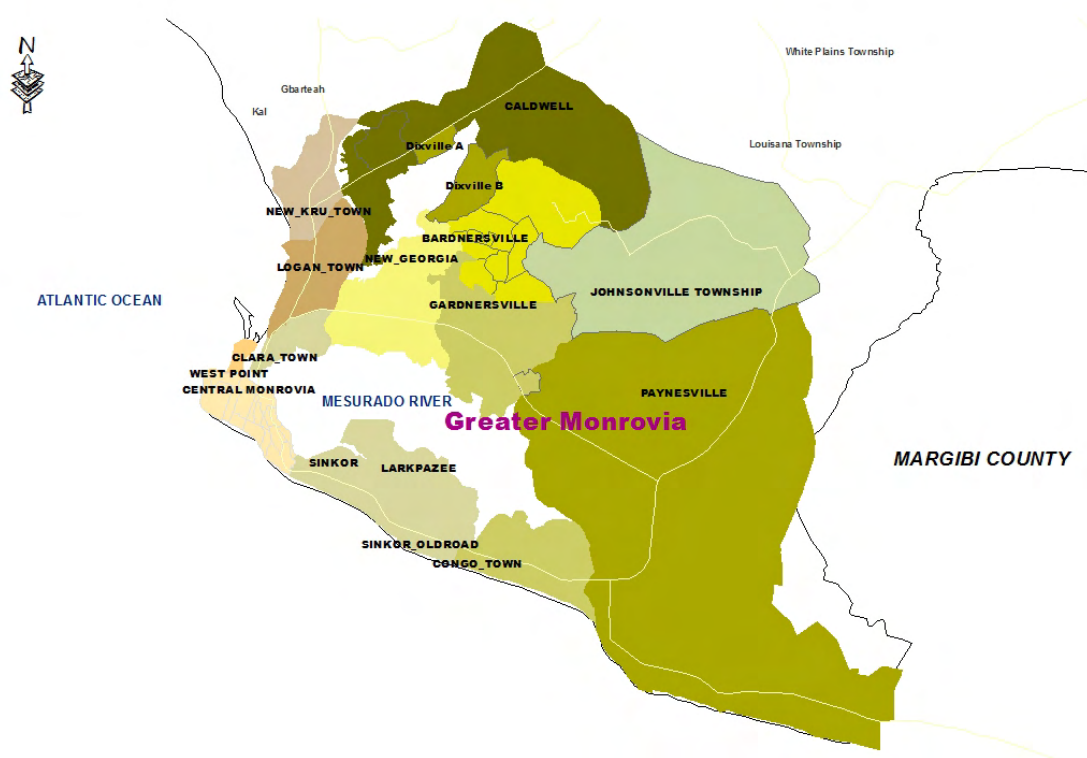
One of four districts in Montserrado County, Greater Monrovia had a projected population of 1.5 million<sup>1</sup> in 2019, and is home to over forty percent of Liberia's population. A coastal urban area, Greater Monrovia is the nation's gateway and home to the Country's largest port and the international airport. The urban planning area was determined in collaboration with the two major cities, Monrovia, which is also the national capital and Paynesville, its largest city, and the adjacent local authorities who benefit from service delivery collaborations with the cities. Within the context of the urban area, these authorities are also located in the most densely populated sections of the region, and while there are another five cities and 11 townships in Montserrado County, they are not within Greater Monrovia. The projects proposed do however, include interventions that will support these additional LGAs.

Greater Monrovia's urban settlement pattern is similar to that of many African cities and exhibits the trend where a disproportionate focus is placed on primate cities; usually capitals and those geographically strategically located, attracting significant infrastructure and resource investment. In contrast, most secondary cities, smaller towns and rural areas lack basic services and social amenities

<sup>1</sup> [www.data.worldbank.org](http://www.data.worldbank.org), 2020

(Kadiri, 2012). The growing urban population is characterized by a disproportionately larger share of youth, high rate of unemployment and underemployment, and high dependence on the informal economy. The percentage of urban residents living in informal settlements is higher in Africa, as a region, than any other part of the world (UNDP, 2012). Informal settlements (lacking secure tenure, and environmentally precarious) are home to a majority of the inhabitants in most African cities, including Monrovia, where 70% of its residents live in slum conditions.

Liberia's migration patterns have resulted in rapid and unplanned urbanization which has persistently prevailed as the predominant urban development pattern since the Country's return to normalcy. This unplanned growth has led to the proliferation of slums, informal settlements and unplanned growth, especially within Greater Monrovia, with resulting disinvestment of resources, infrastructure and human capacity within the interior and other urban centers throughout the rest of the Country. These informal settlements are mushrooming with limited slum upgrading initiatives underway. Sixty four percent (64%) of Liberia's population live on less than USD \$1.00 per day<sup>2</sup>. Municipal authorities do not have the resources to manage infrastructure and deliver basic urban services.



**Figure 2: Map of Greater Monrovia**

During the civil war, Liberia saw a large internal migration from rural to urban areas, particularly Monrovia; its urbanization is now much higher than other low-income countries. Liberia is a country of approximately 4.5 million people with an urban population growth rate of 5.6%. As of the 2008 census the urban dwellers comprise 47% of the population. The 2019 United Nations population projections estimate that 51.6% of the country's population, about 2.8 million inhabitants, reside in urban areas<sup>3</sup>. Monrovia, the nation's capital is home to about 40% of the national population. As expected of a highly

<sup>2</sup> <https://actionagainsthunger.org>

<sup>3</sup> United Nations (2019), World Urbanization Prospects, <https://population.un.org/wup/Country-Profiles>

urbanized area, Greater Monrovia is also the most densely populated urban area in the country with a density of 1,514 persons per square mile<sup>4</sup>. The national average is 90 persons per square mile, again highlighting the Nation's high level of primacy. The 14-year civil crisis implored the City's population to about 1.5 million stretching the already outdated and poorly managed utility services and infrastructure facilities originally designed to for a service delivery capacity of 250,000. Despite the high urban density, people are reluctant to return to rural areas where poverty is more prevalent in addition to fewer economic opportunities. Many see their economic future in Greater Monrovia.

Understanding the prevailing context, it is imperative that Greater Monrovia becomes resilient, inclusive, sustainable, and produces positive impacts of urbanization. The performance of 21st century cities is of global concern; urban regions will be the most important mechanisms of poverty prevention and alleviation, and will determine the economic fate of nations and continents, accounting for over 80% of global economic growth<sup>5</sup>

The Urban Development Strategy is an effective tool to assist urban areas with the tools necessary to drive economic growth, create wealth, reduce poverty, and spur development and prosperity. The Greater Monrovia Urban Development Strategy is a tool that will help the Greater Monrovia metropolis harness the potential of urbanization through strategic planning to promote equitable growth in the metropolitan area and surrounding regions to improve the quality of life for all citizens.

## 1.1 GREATER MONROVIA URBAN DEVELOPMENT STRATEGY - WHY NOW?

It is time for Greater Monrovia to envision a long-term development trajectory for several reasons:

- **Changing regional global context:**  
Globalization and the information technology revolution have provided unprecedented opportunities for cities and metropolitan areas with the right policies to make significant advances and lift vast sections of populations out of poverty, improve incomes and catalyze economic and social transformations.
- **Building on the previous experience:**  
The development of the master plans such as the JICA master plan for Monrovia provided a benchmark for effective planning, implementation, monitoring and evaluation of sustainable city long term plans. The enactment of the Local Government Act of 2018 and the participatory process of developing the Liberia National Urban Policy have enabled Liberia to demonstrate unprecedented commitment to implement agreed agendas and generate valuable lessons that present strong foundation for the Strategy.
- **A more united and strong Local Government Authority (AMLOGAL):**  
The support through Cities Alliance and UCLGA to establish an Association of Mayors and Local Government Authorities of Liberia empowered Cities, Townships and Boroughs across Greater Monrovia and Liberia as a whole. Greater Monrovia today is more united, a national strength that has decision making authority, capable of rallying support around a common interest through steering committees and speaking with a common voice that demonstrates strong capacity to negotiate and implement development initiatives across the metropolitan area.
- **A follow-up of the Cities Alliance Liberia Country Programme Initiatives:**

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<sup>4</sup> AMLOGAL Needs Assessment Paper, 2017

<sup>5</sup> UDS Guidelines, <https://citiesalliance.org>



The country programme supports local authorities in Greater Monrovia to make the cities and metropolitan region work for the urban poor, through an enabling national environment and empowered citizens. To enable Liberia to realise its urban agenda through investing in partnerships, building coherence of effort among members and partners, and improving alignment between national policy, local government capacity and an active citizenry, a follow-up and implementation of the best practices and lessons learnt from the country programme is key.

- **Strong and well-functioning national institutions:**  
National institutions have been rationalized and the planned decentralization of duties and roles at the regional and local levels are providing stronger development and political institutions that citizens' in Greater Monrovia and Liberia can utilize as platforms to enable change.
- **Alignment with national initiatives:**  
The alignment of the Greater Monrovia Urban Development Strategy with national strategies such as the Pro-Poor Agenda for Prosperity and Development enhances bottom-up urban planning and sector development initiatives. A platform that brings National government, Local government and communities to plan and deliberate on national issues promotes and reflects a resilient and sustainable region. Additionally, synergies can be explored with the development of a National Urban Policy, upon which all future urban documents, plans and actions are to be based.
- **Competition:**  
Given this competitive and uncertain environment, developing cities need to be disciplined in achieving targets, utilizing limited financial and human resources in the most effective ways. At the same time, capital available to any given city is highly elastic, flowing to cities that show potential, and have well thought out urban futures. An effective UDS process can both attract capital and discipline its use.
- **Harness the potential of Urbanization:**  
The time is now that Greater Monrovia needs to harness the potential of urbanization through strategic planning. As an action-oriented process, it is developed and sustained through participation and seeks to promote equitable growth in the urban area and the surrounding regions to improve the quality of life for all citizens.

The above constitute opportunities for Greater Monrovia to capitalize upon to achieve its vision. The Greater Monrovia Urban Development Strategy while seizing these opportunities, underlines that the success of any urban area is dependent on unity with a common vision, proper planning, transparency, engagement of citizens, good governance, political and institutional willingness and capability to assess performance and address constraints.

## 1.2 WHY A 21-YEAR STRATEGY?

Transformations do not happen overnight. They take time, therefore, the UDS for Greater Monrovia has a long-term scope, and the choice of 21 years will enable the region to map out a long-term strategy that will be achieved pragmatically, by setting out practical, realistic and attainable targets and strategic objectives.

Operationally, the Greater Monrovia strategy is a rolling plan of long, medium and short-term projects within seven-year spans. It will be fundamentally executed at two layers primarily local, but with national participation, because decentralization has not been actualized for all the LGAs, and while the strategy

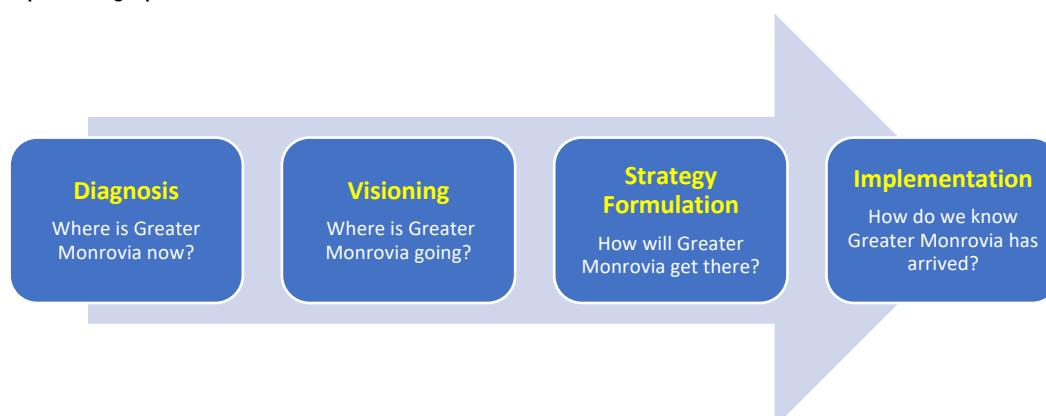
advocates the importance of strengthening local governments, many of the responsibilities of urban planning, land management and finance resource allocation have not been devolved to the local level, and are currently provided by national service providers and government ministries and agencies.

The strategy recognizes that while the best management of cities happens with decentralization, this change is a long-term process and the strategy identifies those short term, impactful projects that can happen in parallel to achieve quick wins and propel the momentum.

### 1.3 PROCESS OF DEVELOPING THE GREATER MONROVIA URBAN DEVELOPMENT STRATEGY

The Greater Monrovia Urban Development Strategy process began in November 2019. The task to provide technical support for the development of the Strategy was entrusted to a consulting firm, PratCo Development Group, as the technical lead, working in close collaboration with a UDS Team comprised of LGAs including the cities of Monrovia, Paynesville ten townships and one borough. The UDS is developed through strategic planning focusing on 5 thematic areas of (1) Governance: Greater Leadership and Better Systems, (2) Economy: Greater Growth and Equity, (3) Environment: Greater Green and Climate Resilience, (4) Service: Greater Reach and Quality, (5) Citizenship: Greater Participation and Empowerment. each of which had a thematic working group made up of stakeholders who guide the development of the strategy.

The process is framed around four phases of strategy development, each corresponding to one of four strategic planning questions:



#### 1.1.1 Phase I: Diagnosis-Where is Greater Monrovia now?

The objectives of this phase were for the Greater Monrovia cities and local governments to prepare themselves for the UDS process, to engage key stakeholders at commencement to ensure their commitment, and to develop institutional strategies to organize their involvement.

The activities sought to provide a snapshot of the current state of affairs within Greater Monrovia's cities and local governments by analyzing the five thematic dimensions. Through a series of thematic group meetings, roundtable discussions, focus groups and one city forum, input was sought to paint a picture of Greater Monrovia's readiness to implement a UDS process, by conducting a SWOT analysis to gain an understanding of the challenges faces by the LGAs, and begin to brainstorm on possible interventions and projects to be implemented.

### 1.1.2 Phase II: Visioning-does Where is Greater Monrovia going?

The visioning phase was built upon the findings of the diagnosis phase, as outlined in the Situation Analysis report<sup>6</sup>, moving from an assessment of existing realities to future possibilities. The work done on crafting the situation and the SWOT analysis, and the participation in that process was used to form the basis of looking to the future. This phase began at a broad level with visioning exercises with key stakeholders including the City Corporations and the Thematic Groups, followed, in more details, with the development of strategic objectives for development. The objectives of this phase were for Greater Monrovia local authorities and citizens to develop (i) a vision, (ii) strategic objectives and (iii) framework linking the vision, objectives and strategic projects framed around a series of enabling indicators. This phase represents the larger strategic approach, describing the framework for the Greater Monrovia Urban Development Strategy.

### 1.1.3 Phase III: Strategy Formulation-How will Greater Monrovia get there?

This phase focused on supporting the local authorities to “operationalize” the vision and objectives, turning these into concrete programs and projects with budgets. The specific transformation strategy is detailed, and the key programmatic building blocks, that will lay the foundation for the next twenty-one years are outlined. This phase also identified and prioritized transformative projects required to achieve the vision of the UDS.

### 1.1.4 Phase IV: Implementation-How do we know Greater Monrovia has arrived?

This phase will outline the steps: institutionally and financially, within the legal framework. It will consider the implementation of strategic plans and the monitoring and evaluation (M&E) approach to be undertaken. It also informs a future review of the UDS returning to the question asked in Phase 1: ‘Where is Greater Monrovia now?’, before continuing on with the next cycle of reviewing, revising and implementing the strategy in the knowledge that urban areas change, and so will the challenges and opportunities. Technical support will also be provided to help the LGAs monitor the implementation of the strategy, and adjust and modify aspects that need to be amended.

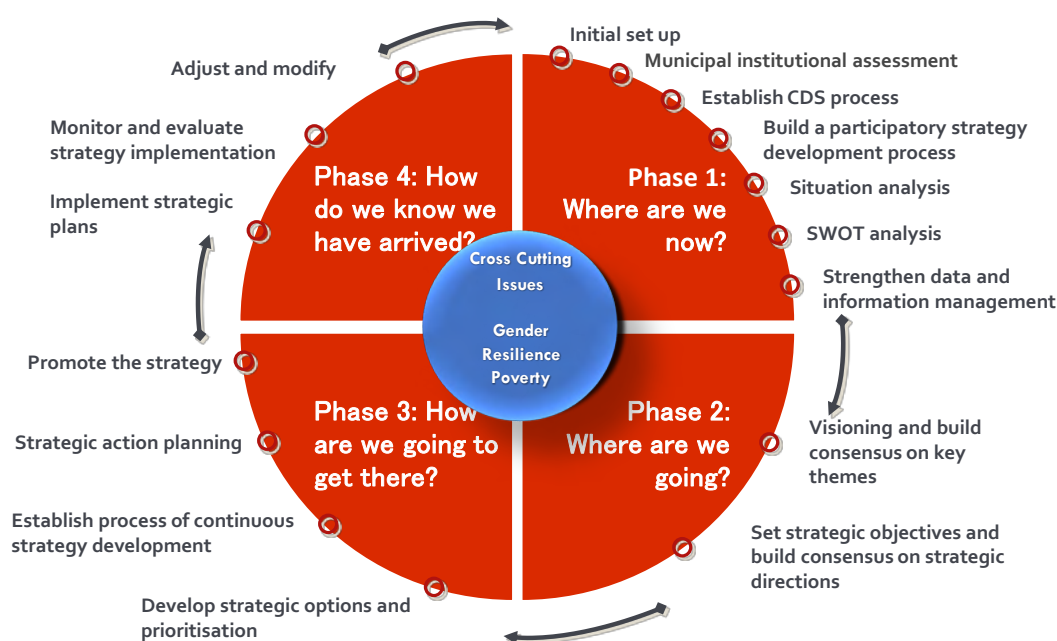


Figure 3: Phases of the UDS - A Cyclical Process

<sup>6</sup> Greater Monrovia UDS Situation Analysis, Cities Alliance, May 2020

## 1.4 1.5 THEMATIC DIMENSIONS

The four fundamental planning questions are embodied in the five interlocking 5 thematic dimensions, whose key elements form the basis of the strategy:

**Greater Leadership and Better Systems (Governance):** This theme addresses the critical issue of municipal governance and the systems that are integral to the success of the UDS. The theme delves into the type of leadership residents of Greater Monrovia want to see and analyses what the proposed structure could be, as well as outlined the roles and responsibilities of the various stakeholders in the UDS process. Weak Governance is linked to all of the dimensions and is at the root of the systemic issues faced by LGAs. This theme will suggest strategies to bring implementing agencies around the table to discuss governance reform to enhance coherent service delivery, all of which cannot happen in the absence of adequate financing and adherence to sustainable practices entrenched in local ownership and participation.

**Greater Growth and Equity (Economy):** This theme assesses the strength, challenges, and opportunities to the performance, structure, labor markets and human capital of the economies of all cities and townships within the Greater Monrovia urban area. As reported in the Situational Analysis, the Prosperity Index shows that equity, social inclusion and productivity are all below 50% and the overall score for the economy was rated average (2 out of 4). Further analysis of the economy will suggest detailed opportunities for improvement, involve extensive stakeholder engagement to ensure recommendations are specific, results-oriented and owned by the implementers. This dimension focuses on key issues for the metropolitan area including: (1) financial autonomy, largely achieved through fiscal autonomy, i.e. the capacity to generate revenue, (2) planning powers, and (3) control over service provision.

**Greater Green and Climate Resilience (Environment):** The many consultations and engagements with Cities and Local Government Authorities (LGA's) evidenced that environmental factors cannot be separated from social and economic factors. In order for development to be effective and sustainable, reforms must include environmental considerations (cost and benefits) at the very outset of planning. Re-structuring and strengthening the environment in Greater Monrovia requires interventions and programs that are resilient and sustainable. The interventions proposed by the UDS will mainstream environmental issues into social development, thereby contributing to sustained economic growth, which improves the livelihoods and well-being of all citizens in Greater Monrovia.

**Greater Reach and Quality (Service):** The development of Greater Monrovia will require significant improvements in the delivery of basis services, including water, electricity, health care and solid waste management. Data, including the SWOT Analysis portrayed a grim state of service delivery for both basic and social services. The interventions proposed are geared towards tackling some of the fundamental issues confronting the metropolitan area and are designed to have maximum coverage, create opportunities for employment and entrepreneurship and serve as structural foundations for medium and long-term interventions.

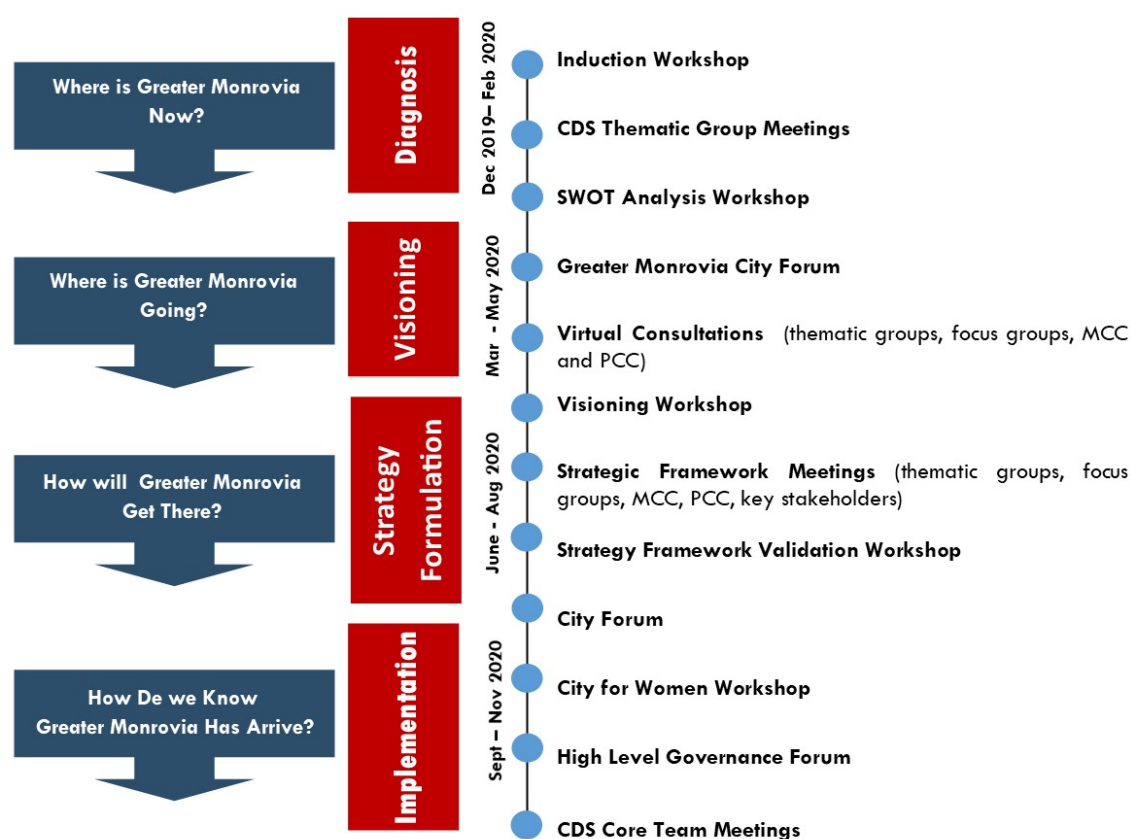
**Greater Participation and Empowerment (Citizenship):** Greater Monrovia is a diverse society of Liberians from all over the country who migrated to the City, especially during the civil crisis. With a significant percentage of this populace in slums, participation, inclusion and engagement are key to the success of the UDS. The strategy will promote opportunities for meaningful citizen participation in the process to build the synergies instrumental in supporting implementation and ownership of the Strategy.

## 1.5 STAKEHOLDER ENGAGEMENT

The Strategy employed a participatory urban planning process to craft an agreed upon plan to build resilience and promote equitable growth.

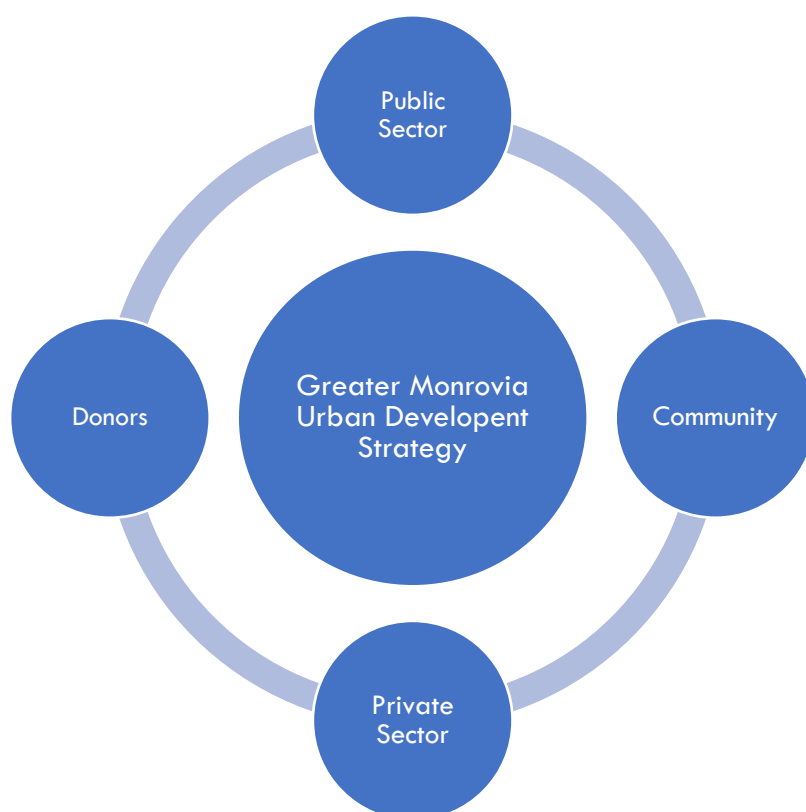
**KUKATONO** used a four-step process of stakeholder engagements to maximum ownership of the plan.

1. Through a mix of quantitative data and qualitative consultations with key actors at all levels of governance, developed a clear understanding of the status quo in relation to the 5 dimensions of governance, citizenship, services, economy and the environment. These engagements resulted in a renewed commitment between the LGAs to improve service delivery and coordination. While an ongoing process, the initial steps towards addressing these challenges is a positive move.
2. Through an inclusive stakeholder engagement process, defined clear 21-year objectives broken down into short term (0-2 year), medium term (2-5 years) and long term (+5 years) interventions for each of the 5 dimensions.
3. Through engagements with technical experts and broader stakeholder consultations, developed long term strategies with associated implementation mechanisms and success indicators to realize the stated objectives for each of the 5 dimensions.
4. Through continuous dialogue with the thematic groups, identified key short-term priority areas for each of the 5 dimensions, elaborated into bankable projects.





As an action-oriented process, the strategy was developed and sustained through participation of stakeholders at the national, international, community and local government levels.



Stakeholder Level	Target Institutions
National Level	Ministry of Internal Affairs
	Liberia Land Authority
	Ministry of Finance and Development Planning
	Ministry of Public Works
	National Legislature
	National Housing Authority
	Environmental Protection Agency
	Liberia WASH Commission
Local Government Level	Paynesville City Corporation
	Monrovia City Corporation
	Johnsonville Township
	Virginia Township
	Dixville Township
	Garnersville Township
	Mount Coffee Township
	Caldwell Township
	Congo Town Township
	Bardnersville Township
	Louisiana Township
	New Georgia Township
	Westpoint Township
	Millsburg Township
	Chessesmanburg Township
	Royesville Township
	Tolberta Township

	Tubmanburg Township
	White Plains Township
	Association of Mayors and Local Government Authorities of Liberia (AMLOGAL)
Community Level	Traditional Council
	Federation of Liberia Urban Poor Savers (FOLUPS)
	Federation of Petty Traders and Informal Workers Union of Liberia (FEPTIWUL)
	Liberia Marketing Association
	YMCA Liberia
	Civil Society Organizations
Development Partners	Cities Alliance
	UNDP
	World Bank
	USAID
	European Union (EU)
	Habitat for Humanity International
	UN-Habitat
	Slum Dwellers International
	Women in Informal Employment Globalizing and Organizing (WIEGO)
	Swedish Development Agency (SIDA)
	Sustainable Trade Initiative (IDH)
	Conservation International Liberia
	Water Aid Liberia
	Institute of Housing and Development Studies (I.H.S)
	Foreign, Commonwealth and Development Office (FCDO)
Private Sector	Liberia Business Association
	Liberia Chamber of Commerce
	Community Based Enterprises (CBEs)



## 2.0 GUIDING PRINCIPLES

The principles developed for Greater Monrovia exist in the context of global good practices developed over the past years by UN-Habitat and Cities Alliance. They relate to the UN Habitat Global Campaign on Urban Governance, the process of good planning and to spatial frameworks, linked to the New Urban Agenda (NUA), the International Guidelines for Urban and Territorial Planning and the Principles for Sustainable Neighborhood Development, with the objective to work towards achieving the Sustainable Development Goals (SDGs), in particular goal 11. It encapsulates five of the aspirations of the African Union's Agenda 2063, a shared strategic framework for inclusive growth and sustainable development & a global strategy to optimize the use of Africa's Resources for the benefit of all Africans.

The work in Greater Monrovia was guided by the objectives and the vision of Agenda 2063, the SDGs and the NUA; while the IG-UTP and in particular the UDS approach guided the development process. The Principles for Sustainable Neighborhood Development provided the criteria for planning decisions.

### 2.1 SDG 11

The objectives in Greater Monrovia focus on how good governance and collaboration can be strengthened to catalyze inclusive development and economic empowerments. SDG goal 11 aims to make cities inclusive, safe, resilient and sustainable. This goal is further defined by a set of targets, from which the following four anchor the work in Greater Monrovia:

1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums;
2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older person;

3. By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries;
4. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.



## 2.2 THE NEW URBAN AGENDA

The Quito Declaration on Sustainable Cities and Human Settlements for All – the New Urban Agenda, was adopted by UN member states on 20 October 2016 in Ecuador, and builds on the Sustainable Development Goals. It is a call for action to implement the common sense to reach more inclusive and sustainable cities. Its principles and commitments are reflected in this strategy.

### New Urban Agenda Principles

- Leave no one behind, by ending poverty in all its forms and dimensions [...]; and providing equal access for all to physical and social infrastructure and basic services as well as adequate and affordable housing.
- Sustainable and inclusive urban economies, by leveraging the agglomeration benefits of well-planned urbanization [...].
- Environmental sustainability, by promoting clean energy, sustainable use of land and resources in urban development as well as protecting ecosystems and biodiversity [...].

### New Urban Agenda Commitments

- Readdress the way we plan, finance, develop, govern, and manage cities and human settlements, recognizing sustainable urban and territorial development as essential to the achievement of sustainable development and prosperity for all; •
- Recognize the leading role of national governments, as appropriate, in the definition and implementation of inclusive and effective urban policies and legislation for sustainable urban development, and the equally important contributions of sub-national and local governments, as well as civil society and other relevant stakeholders, in a transparent and accountable manner;

- Adopt sustainable, people-centered, age- and gender-responsive and integrated approaches to urban and territorial development by implementing policies, strategies, capacity development, and actions at all levels [...]

## 2.3 PRINCIPLES FOR SUSTAINABLE NEIGHBORHOOD DEVELOPMENT

UN-Habitat developed criteria for sustainable neighborhood planning. The planning practices in the 20th century were characterized by an urban planning doctrine that caused fragmented and zoned-built environments with sprawling low-density residential areas and disconnected high-density residential areas. Separation of functions has affected the livability of the city by disconnecting urban areas and has forced residents to travel long distances to access services. This led to an increase in energy consumption and a reduction of productivity. As sprawl made public transportation and service delivery often unaffordable, connectivity in the twentieth century planning model mainly relied on the car as the primary mode of transportation.

Greater Monrovia exhibits varying patterns of urbanization: the core of Monrovia, the downtown area, also called Central Monrovia, exhibits a planned, block style layout, which was continued several miles into the adjacent suburb. These planned areas amount to less than ten percent of the region's footprint. The remaining portions are characterized by primarily low density, informal and unplanned settlements, with limited pockets of formality. This unplanned growth expanded into the City of Paynesville and the surrounding communities, characterized by limited service delivery, long communities to work and unplanned sprawl as documented in the above-mentioned 20th century doctrines.

To address these challenges, UN-Habitat developed sustainable urban planning principles to guide 21<sup>st</sup> century urban development with the following objectives:

- To promote compactness and maximize land efficiency,
- To promote diverse, socially mixed and thriving communities,
- To encourage walkable neighborhoods,
- To promote street connectivity,
- To foster employment and local consumption, and
- To provide a diversity of housing options that are adapted to the social needs.

## 2.4 GLOBAL CAMPAIGN ON URBAN GOVERNANCE

The development goal of the Global Campaign on Urban Governance is to contribute to the eradication of poverty through improved urban governance. It aims to increase the capacity of local governments and other stakeholders to practice good urban governance and to raise awareness of and advocate for good urban governance around the world. The campaign focuses attention on the needs of the excluded urban poor. The campaign promotes the involvement of women in decision-making at all levels, recognizing that women are one of the biggest levers for positive change in society.

The Campaign is promoting an international debate to define a set of urban governance principles relevant for any city in the world. The principles are not intended to be a check-list. Rather, they provide a common vocabulary for a discussion on the key issues affecting the quality of life in cities. The Greater Monrovia Strategy is also guided by the principles of the campaign and the foundational tenet that the key ingredient to the Inclusive City is neither money nor technology, nor even expertise (although these are important), but good urban governance.<sup>7</sup>

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<sup>7</sup> UN Habitat, Global Campaign on Good Governance, March 2002



## 2.5 AGENDA 2063: THE AFRICA WE WANT

It is critical that the implementation of the SDGs, NUA and similar global agendas identified are implemented within the framework of the African Union's development agenda, "the Africa We Want, Agenda 2063", a shared framework for inclusive growth and sustainable development for Africa to be realized in the next fifty years.

It is a continuation of the pan-African drive over centuries, for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development, framed around seven aspirations. It was agreed upon by the African leaders in 2013 through the 50th Anniversary Solemn Declaration during the commemoration of the Fiftieth Anniversary of the Organization of African Unity (OAU).

The guiding vision is "to build an integrated, prosperous and peaceful Africa, driven and managed around eight ideals that serve as pillars for the continent in the foreseeable future. Agenda 2063, as a people-driven initiative, aims to translate the ideals into concrete objectives, milestones, goals, targets and actions/measures.

### **African Charter on the Values and Principles of Decentralization, Local Governance and Local Development**

In 2014, the African Union (AU) adopted the African Charter on the Values and Principles of Decentralization, Local Governance and Local Development. The Charter is the first of its kind to provide a decentralization framework for local governments on the African continent. It seeks to use local government as a vehicle for improving the livelihoods of people on the African continent.





## 3.0 WHERE IS GREATER MONROVIA NOW? DIAGNOSIS

This diagnosis phase sought to establish a baseline to better gauge the urban area's readiness to implement a UDS. Greater Monrovia cities and local governments were tasked to prepare themselves for the UDS process during this phase. Key stakeholders were engaged at commencement to ensure their commitment and institutional strategies were developed to organize their involvement.

The activities sought to provide a snapshot of the current state of affairs within Greater Monrovia's cities and local governments by analyzing the five thematic dimensions. Through a series of thematic group meetings, roundtable discussions, focus groups and one city forum, input was sought to paint a picture of Greater Monrovia's readiness to implement a UDS process, by conducting a series of analytics including a LGA assessment survey and a SWOT analysis to gain an understanding of the challenges faced by the LGAs and begin brainstorming on possible interventions and projects that can be implemented.

### 3.1 INTERVENTIONS IN THE GREATER MONROVIA REGION

The previous chapter referred to the global visions and principles **KUKATONO** considered in its amplification. This chapter highlights the programs that have been developed for the Greater Monrovia urban area, divided into three stages of interventions, firstly, the series of international, national, regional and local programs and agendas; secondly reference is made to Cities Alliance's interventions in Greater Monrovia; lastly how the UDS framework can be developed to form part of the next development steps and be integrated into Greater Monrovia's planning endeavors.

#### 3.1.1 Alignment with Global, National, Regional Programs and Agendas

In addition to the already mentioned interventions, the document upholds principles and common agendas to regional programs including the objectives and initiatives headed under partner countries of ECOWAS (Economic Community of West African States), and more specifically on the Transport Corridors and Spatial Development Initiatives.

Pro-Poor Agenda for Prosperity and Development (PAPD): The Strategy also espouses the objectives of Liberia's development manifesto, the Pro-Poor Agenda for Prosperity and Development (PAPD), the second in the series of 5-year National Development Plans (NDP) anticipated under the Liberia Vision 2030 framework, supporting Liberia's goal of achieving middle income status by 2030.

Under section 1.2.3: Urbanization and Sustainable Cities, the PAPD referenced estimates by LISGIS HIES 2016 which provides that 56 percent of the labor force reside in urban areas and most of the movement has been towards Greater Monrovia.

The document acknowledges that the urban environment (especially Greater Monrovia) is under unprecedented stress as a result of rapid urbanization. Large areas are converting to informal settlements, where the quality of life is on a decline and the risk of another disease outbreak is high. To this end, it expresses an urgent need for comprehensive urban development strategies that tap into the potential of rapidly growing urban centers.

Local Government Act of 2018 (LGA): The Strategy supports the Local Government Law, passed in September 2018, which promotes decentralization and increased autonomy of LGAs. The preamble to the National Policy on Decentralization and Local Governance ("Decentralization Policy") points out, "since 1847 and throughout the history of Liberia, governance and public administration have remained highly centralized in Monrovia and controlled mainly by institutions and structures of the central state, which have not allowed adequate legal opportunities for the establishment of a system of participatory governance." The law aims to address this problem by devolving authority over a range of issues and services to the fifteen counties and other subordinate administrative units. Local authorities will have new powers to raise their own revenue, plan and implement development projects, and manage natural resources.

The objective of the Local Government Law and its implementation is to empower participation in decision-making in governance (PAPD Pillar One: Power to the People). With autonomy, local authorities will be challenged to broaden, support and facilitate local economic development. An essential element towards this end is creating enabling environments to promote entrepreneurship, attract investment, and incentivize value addition industries. With these will come jobs resulting in higher incomes and reduced poverty (PAPD Pillar Two: The Economy and Jobs).

AMLOGAL: The formation of the Association of Mayors and Local Government of Liberia (AMLOGAL) in 2018, is a direct implementation of the LGA. The existence of the Association will support good urban governance and inclusive municipal management of local authorities, and through inclusion in umbrella organizations including UCLG, provide capacity development, global and regional cooperation and networking, resource mobilization and leveraging of opportunities to make Liberian cities attractive, workable and competitive. The Association will also serve as a learning platform and vehicle for implementing the New Urban Agenda (NUA) in the country.

### **3.3 OVERVIEW OF CITIES ALLIANCE INTERVENTIONS IN THE GREATER MONTSERRADO**

The Cities Alliance's overall objectives are to support cities in providing effective local governance, an active citizenship and a growing economy characterized by both public and private investment. Within this context, the Cities Alliance manages a Greater Monrovia City Programme / Liberia Country Programme to support local authorities in Greater Monrovia to make the cities and the metropolitan region work for the urban poor, through an enabling national environment and empowered citizenship.

The 5-year (2016-2020) program involves deep depth consultation with LGAs to implement community infrastructure projects, partnership and technical assistance investments with organized civil society groups, urban local authorities, national government bodies, international development partners and research/training institutions. The program includes:

1. Slum profiling in the 12 Greater Monrovia local authorities and slum dwellers forums for community level dialogues
2. Facilitating increased access to affordable housing through inclusive market approaches for Greater Monrovia
3. A National Urban Policy (NUP) for Liberia and a functional National Urban Forum (NUF) for urban dialogues
4. An Urban Development Strategy (UDS) and a functional and vibrant City Forum for city dialogues for Greater Monrovia
5. Strengthened organization and participation of street and market vendors in city governance and inclusive planning in greater Monrovia
6. A Community Upgrading Fund (CUF) with awards to at least 100 community projects
7. Capacity building training on urban management and planning offered to City officials and leaders
8. Support for the formation and functioning of an association of local governments for Liberia

### 3.4 SITUTATION ANALYSIS AND PREVAILING TRENDS

The objectives of this sub-phase were for the Greater Monrovia cities and local governments to prepare themselves for the process, to engage key stakeholders at commencement to ensure their commitment, and to develop institutional strategies to organize their involvement.

The situational analysis provided a synopsis of the current development trends in Greater Monrovia analyzed through five dimensions, answering the question “Where is Greater Monrovia Now?” A picture of the current status quo was presented through findings on the strengths, weaknesses, and opportunities.

During the execution of the situation analysis, data was collected and analyzed on the characteristics of the Greater Monrovia LGAs. This information was used to compile the SWOT analysis, disaggregated by thematic groups using a well-developed Cities Alliance Rapid City Assessment tool (RCA).

The analysis also pointed out key root causes which are foundational issue and challenges that need to be addressed in order to mitigate the problems outlined through the various thematic dimensions, and ensure that the interventions proposed address the problems at the core of the issues.

### 3.5 SWOT ANALYSIS

The SWOT analysis informed the following:

- Strengths (Positive, Internal): Positive attributes or assets currently present in Greater Monrovia
- Weaknesses (Negative, Internal): Local issues or characteristics that limit the current or future growth opportunities for Greater Monrovia
- Opportunities (Positive, Internal and External): Areas where Greater Monrovia can remedy its weaknesses (e.g. learning from others, financial assistance, strategic initiatives, targeted investment)



- Threats (Negative, Internal and External): trends that threaten Greater Monrovia's future and attractiveness to new development, from local weaknesses or global changes.

## INTERNAL

### Strengths

**Governance:** Passage of the Local Government Act  
Decentralization and devolution of authority  
Implementation of the Land Rights Act  
The formation of the county service centers  
Existence of Administrative Structures (MCC/PCC)  
**Economy:** Committed Workforce  
Commitment to Development and Sustainability  
Easy access and close proximity to central government, donors and headquarters of investment partners  
Partnerships with local and international Organizations; (CA, UN-Habitat; Local NGOs)  
**Environment:** Policies, legal frameworks and international commitments  
Improved coordination among env. key stakeholders  
Increased implementation of env laws/regulations  
**Services:** Adequate water resources in the country  
Regulations in place governing water resources (WASH Commission; Amended LWSC Act)  
Availability of sanitary landfill  
Increased funding for SWM  
Capacity building of CBEs to deliver SWM services  
**Citizenship:** Transparent voting mechanisms  
Improved citizens access to information and justice

### Weaknesses

**Governance:** Lack of enabling regulations to guide planning  
Lack of information systems on revenue sharing  
Duplication of functions by LGAs and national institutions  
Poor financial planning  
Central gov't is not empowering LGAs  
**Economy:** High unemployment  
Banks are not credible  
Lack of social development funds to LGAs  
Weak Enforcement  
Low Revenue generation  
Inadequate funding from central government  
Inadequate compensation for municipal staff  
Mismanagement of public offices and funds  
**Environment:** Poor land tenure/tenure insecurity  
Increasing environmental degradation in urban areas  
Increased dumping of waste in wetlands  
Lack of data on climate change and its effect on Greater Monrovia's ecosystems  
Citizens are not environmental stewards  
Outdated and ineffective zoning law  
Poor disaster response mechanisms  
**Services:** Lack of resources for expansion of services  
Logistical constraints limit LGAs ability to deliver SWM  
Poor and inefficient service delivery across all platforms  
Residents resistance to proper SWM  
Unenforceable policies and regulations  
**Citizenship:** Limited civic education for citizens  
Limited women involvement in national elections  
High rate of illiteracy amongst the population engagement of the population in elections  
Limited sensitization/public awareness/outreach

### Opportunities

**Governance:** Implementation of Local Gov't Law  
Improved technical capacity building for LGAs  
AMLOGAL and participation in UCLGA  
Political will and initiative  
Cities have enforcement rights  
Cities have political influence  
**Economy:** Availability of technical expertise in FM  
Partnership with international and local organizations  
Access to funding/borrowing mechanisms for SMEs  
**Environment:** Implement legal/regulatory frameworks  
Interested development partners supporting urban development  
**Services:** Provision for international scholarships  
Recycling of solid waste  
Energy supply and distribution  
**Citizenship:** Citizens participation in the democratic process  
Gradual increase of women's participation in local governance  
Increased awareness focused on gender equality  
Increased awareness of citizens' voting rights

### Threats

**Governance:** Territorial disparities hinders development  
Bureaucracy/ lack of coordination  
Lack of gender integration across LGAs  
Poor planning leads to civil conflict Lack of political will  
Unfavourable political climate  
**Economy:** High unemployment rate  
Limited Funding / municipal financing  
Reduced economic activities  
Limited economic opportunities in secondary cities leads to increased migration to Greater Monrovia  
**Environment:** Unregulated beach/sand mining  
Unplanned and rapid urbanization  
Adverse impacts of climate change  
Proliferation of informal and unplanned settlements  
Depletion of ecosystem services  
Very slow adjudication of land disputes  
**Services:** Traffic congestion  
Increased crime rate  
Limited or low funding for solid waste sector  
**Citizenship:** Lack of citizen confidence in politicians  
Limited access to justice and citizenship rights  
Political instability

## EXTERNAL

## POSITIVE

## NEGATIVE



### 3.1.2 Prevailing Trends and Root Cause Analysis – Foundational Challenges

The Situation and SWOT analysis highlighted key issues that cut across the various dimensions and are interconnected. These issues, referred to as root causes, are at the foundation of many of the Greater Monrovia’s urbanization challenges, not only evident in the analysis, but emphasized by the stakeholders through the various engagements.



**Lack of Urban Planners:** Capacity challenges were identified in almost all dimensions, however, specific to urban planning, the challenge is the lack of trained and professional urban planners in Liberia. With less than ten (10) in the entire country, Liberia has a deficit of over 800 urban planners.<sup>8</sup> Urban planning In recent years, the country has provided scholarships and a few urban planners have received advanced degrees in overseas, in China, India and Morocco, however there is a need for them to be guided by more experienced urban planners, to build their practical knowledge. As a short-term recommendation, “landed professionals”, those with degrees in disciplines in affiliated sectors, can receive short certificate courses in specific urban planning disciplines to fill the critical gap. The proposed collaboration with the Government of South Africa, through the MILE program is one example of a possible short-term intervention.

As a medium-term measure, the university systems need to develop a curriculum for spatial development planning; there are no such courses offered by any university in Liberia as yet. This way the Country can

<sup>8</sup> A National Urban Policy for Liberia: Discussion Paper (2017) UN Habitat

train urban planners at home and avoid the risk of those who study abroad not returning, and perpetuating the brain drain of urban planners nationwide.

**Weak Governance:** Across various development policies, the call for governance resonates. Within planning, weak governance is seen as a systematic and ongoing challenge faced by LGAs in their efforts to promote sustainable urbanism. Within the service sector, transparent governance is recommended to mitigate the service delivery challenges particularly within the energy and solid waste sectors. Uncoordinated and overlapping planning functions within a multiplicity of government agencies also indicates the weak governance structures which further reduce the effectiveness of LGAs.

Greater Monrovia needs to move towards a system of functional multilevel governance, which is a foundational element to advancing urbanization. Good governance will enhance the positive dynamics through which the rapid growth of the urban populations can positively impact economic and human development. Strategic and focused discussions on how this can be achieved are an important priority in Phase II.

**Lack of data on land and absence of a Land Cadastre:** Several studies have surmised that land conflicts could lead to another civil crisis in Liberia. As illustrated in the RCA, lack of data is a foundational challenge that cuts across all dimensions. Unfortunately, this continues to be a challenge, which has been identified and highlighted in almost all development reports. With no information on land resources, types, allocations, etc., development efforts are stifled.

The lack of data is also a pervasive problem in delivery of social services, as well as financial planning. The Liberia Institute of Statistics and Geo-Information Services (LISGIS) serves as the region's most reliable data repository. In addition to being limited, available data is not disaggregated at the scale of local governments and LGAs are unable to use this data for planning purposes. PCC highlighted that the lack of data impedes the development of funding models, revenue forecasting and service delivery planning, as specific examples.

The absence of a land cadastre and digital land information system, particularly in the wake of 14 years of unrest, is a challenge to urban planning. The manual system that exists today is fraught with fraudulent transactions and illegal land sales, many times resulting in violent confrontations. Without a functioning system to identify land, sustainable urbanism cannot be effectuated.

Resolving the land issue in Liberia requires the establishment of an accountable land management system to address land documentation and registration, speculative occupation, land rights and more. The LLA has begun the reform process by upgrading the paper-based deed registration system, migrating to a simplified and digitized process, beginning with Greater Monrovia as the Country's most densely populated region.

LGAs not only lack the trained personnel to manage data collection, but also the resources including equipment such as computers, servers, etc. to store the data collected. There is no national data infrastructure platform which allows data to be shared or seamlessly provided to LGAs for planning purposes.

Although data collection has improved, it continues to focus on formal economic activity and tenure, despite the vast size and contribution of the informal sector. The consequences include capital misallocation, a premium paid for infrastructure and finance, and exclusion of low-income and marginalized groups.

**Lack of Enabling Legislation:** The overall absence of a regulatory environment to enable effective urban planning is at the core of many of the challenges faced by LGAs in attempting to promote sustainable urban planning in their communities. While the passage of the landmark Decentralization Act heralds a new era for local government authorities to take charge of their affairs, including urban planning, the slow pace of implementation remains a challenge. Additionally, in the almost two years since the legislation was passed, regulatory tools to support the devolution processes have been slow to be

drafted, financial support is not forthcoming and capacity development for LGAs has not been prioritized.

**Lack of Budgetary Support to LGAs:** Cutting across several dimensions, including Governance, Economy and Services, the inability of LGAs to fund operations because they are not included in the Liberia National Budget is a crippling challenge. Weak governance and the lack of coordination between LGAs in delivery of basic services, as an example, illustrates that an effective UDS has to include recommendations to support projects that promote local revenue generation, particularly as national government support to LGA is not forthcoming. With the exception of MCC and PCC, no other LGAs are captured in the national budget<sup>9</sup>.

**Tenure Insecurity:** With less than 20% of the entire country deeded, lack of tenure security is a pervasive deterrent to sustainable development. Surveys with community residents have shown that residents in the urban areas, particularly the 70% of Greater Monrovia's slum residents, are reluctant to develop or improve their properties because they do not have secure tenure. The uncertainty of land tenure also discourages investment both urban and rural, as developers are reluctant to direct resources when the land ownership is in question.

As a means to address this issue, Greater Monrovia needs to fast track the implementation of the Land Rights Act, which is a pathway to securing tenure for many citizens. Additionally, LGAs and national government should facilitate high-level consensus building to promote the idea that economic growth and tenure security are complementary rather than conflicting in local development. Amending and reintroducing the MOUs between City Governments and Townships is an example of a partnership that could be leveraged to create synergies to enhance service delivery.

**Limited Financial Autonomy:** Intractably linked with the lack of budgetary support to LGAs, financial constraint is a root cause that cuts across all dimensions. The failure of national government to implement measures to provide LGAs with financial autonomy continues to hamper urban planning at the local level. Without dedicated funding sources to cover costs associated with local development planning, LGAs are not prioritized in national budgets or expenditures.

Currently, there is no clear, reliable, transparent system for financial transfers to the local governments. This is provided for in the newly passed Local Government Act, and includes provisions that enable local governments to collect local taxes.<sup>10</sup> This is an issue that can be addressed in the short to medium term as the Local Government Act is implemented.

**Low Revenue Generation:** The inability to generate much needed funding for LGA operations is a major impediment to urban planning. With no government support and limited mechanisms to generate own source revenues, LGAs cannot successfully implement planning initiatives, without significant external support, a scenario that is not sustainable.

As part of the UDS process, strategic analysis recommends sustainable mechanisms to improve revenue generation at the local level with identifiable revenue sources.

**Derisory Land Use Planning:** The rapid assessment clearly pointed out that across all the Greater Monrovia LGAs, urban land use planning is not implemented. Greater Monrovia has benefited from a masterplan of urban facilities restoration, which many consider land use planning, however, while it is the most recent comprehensive analysis of the urban area, it is not a spatial development plan. Additionally, there is no comprehensive plan to guide development. Only MCC and PCC have limited experience conducting strategic plans, which do not have a spatial dimension. However, the other LGAs have never participated in a spatial planning exercise.

Localized, developer driven planning does occur, however, these are specific to private sector initiatives, with limited public participation. The high level of informality, low levels of development and overall

<sup>9</sup> Data captured from Ministry of Finance and Development Planning (2020).

<sup>10</sup> Assessing the Institutional Environment of Local Governments in Africa (2018). Cities Alliance

lack of dynamism of Greater Monrovia's urban space are a result of the lack of strategic development focused spatial planning.

Linked with the lack of trained urban planners, the challenge of limited urban planning can also be mitigated by improving training in planning disciplines, which is fundamental to ensuring sustainable urbanization, not only in Greater Monrovia, but across the country. The lack of enabling legislation is also a contributing factor, which when addressed also contributes to improvements in urban planning, with the development of regulatory tools to guide further planning at the local level.

**Inefficient Solid Waste Management:** A drive through Greater Monrovia tells a dismal tale of the consequences of an ineffective solid waste management system. Residents have limited disposal facilities. Primary waste collection systems are challenged by the ability of residents to pay for the service and secondary containment sites are insufficient for the demand.

The resulting detriment to the environment, sanitation and WASH challenges associated with proliferation of garbage contributes to the poor living conditions in the slums and throughout the metropolitan area. Limited enforcement results in the illegal dumping of garbage in wetlands, open fields, abandoned lots and simply on the streets. Interventions need to include waste to energy solutions, increased enforcement and improved collection systems.

**High Illiteracy:** Findings from the assessment show that high illiteracy within slum communities is a pervasive challenge to planning efforts. Citizens cannot adequately participate in planning processes, due to low literacy. More simplified techniques need to be employed to truly engage residents in meaningful participation.

High illiteracy also impacts how residents view their environment and respond to the challenges of unsanitary living conditions, referring to many resident's inability to comprehend the debilitating effects of their actions and the consequences. Illiteracy also results in residents who have limited skills and those without, often end up in the informal economy in low-productivity jobs as street vendors, market traders, and commercial transportation providers, again perpetuating the cycle on urban poverty.

Reaching the illiterate population cannot be done in a business as usual manner. Innovative tools need to be employed to reach these vulnerable residents, and activities need to be localized and directed to the affected groups in a targeted and equitable way.

**Low Women's Participation in Local Governance:** Women are under-represented in all spheres of local governance. It has been proven time after time that diverse, inclusive groups make better decisions. This is particularly true when it comes to a task as challenging as representing the interests of citizens at the local level. Often influencing policies in housing, security, transport, and the economy, local government makes important decisions that affect the lives of women and men. Greater Monrovia's LGAs include less than 5% of women in leadership and decision-making roles. This is a democratic deficit that has been flagged as a major challenge to equitable access with the region. Women's equal participation and representation in local decision-making processes is critical for prioritizing women's practical needs and issues in local governments' agendas and for localizing the Sustainable Development Goals (SDGs).

**Lack of Affordable Housing:** Facilitating the delivery of adequate and affordable housing and the upgrading of slum settlements is a core component of achieving inclusive, safe, resilient and sustainable cities and human settlements, as envisioned in the New Urban Agenda and the Sustainable Development Goals. Sixty-four percent of Liberians live below the national poverty line.<sup>11</sup> The Liberia Housing Profile estimates that the urban population will grow by 1.8 million by 2030 about half of which will be in Greater Monrovia. Adding all together, with a replacement factor for obsolete housing of three per cent per annum), 512,000 new dwellings will be required by 2030.<sup>12</sup>

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<sup>11</sup> Data from World Bank Development Indicators (2015) and UNDP's International Human Development Indicators (2014). 2 Consumer

<sup>12</sup> Liberia Housing Profile, UN Habitat (2014)



## 4.0 WHERE IS GREATER MONTSESRRADO GOING? VISION FOR “KUKATONO” (WE ARE ONE)

A vision is an output but also a process. UNHABITAT (2012: 19)<sup>13</sup> defines visioning as:

*“Visioning is a process by which a community envisions the future it wants and plans how to achieve it. It brings people together to develop a shared image of what they want their community to become.”*

### Vision for “KUKATONU” (We are One)

#### Greater Monrovia Urban Development Strategy

**A resilient and inclusive society exemplifying efficient service delivery, social protection and economic growth through good governance and sustainable development**

The visioning process employed a community driven, participatory, bottom-up approach, and sourced information through engagements with a wide array of stakeholders, ranging from citizens, to private sector, national and local governments to name a few of the key stakeholders. A variety of outreach tools included social media, focus groups, in-depth interviews and internal workshops with MCC, PCC

<sup>13</sup> Visioning as Participatory Planning Tool (2012), UNHABITAT, Nairobi.



and Township authorities, to dialogue on the issues, common challenges and opportunities for growth within the region. The discussion led to the elaboration of a common strategic vision in order to promote and, in the future, achieve shared benefits. After a series of discussions, an agreement for a Common Strategic Vision of the area was developed.

The visioning process included an elaboration of the key principles and ideals that represented a viable region. These were further refined into actional concepts which eventually led to an agreed upon strategic trajectory, a path that would stimulate catalytic change, and propel sustainable urbanization, for local governments, the region and wider context of Liberia.

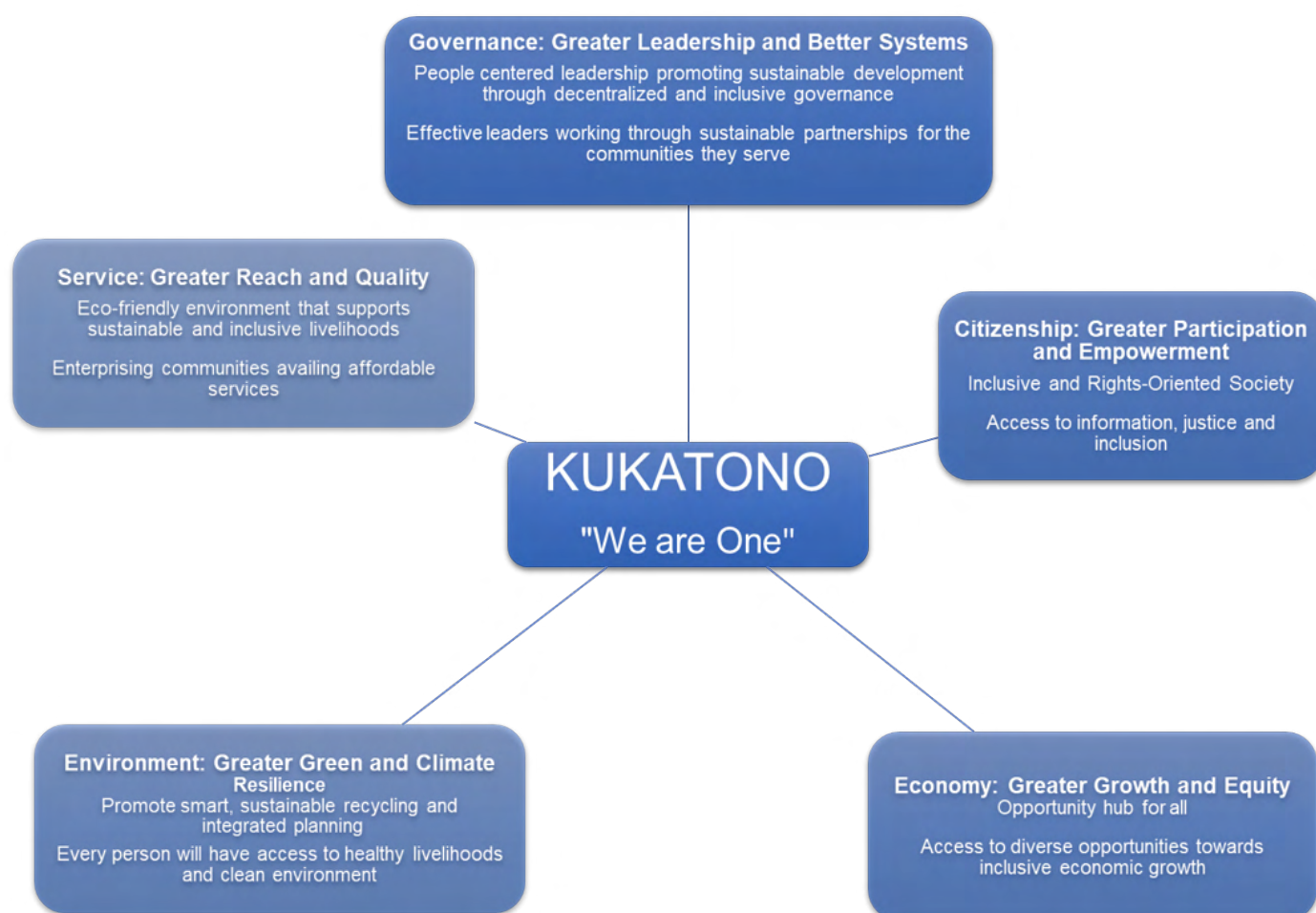


Figure 4: Thematic Linkages

## 4.1 STRATEGIC OBJECTIVES

Working closely with the UDS teams from MCC, PCC and the five thematic groups, a series of “SMART (specific, measurable, actionable, realistic and targeted) strategic objectives were developed and prioritized to support the UDS vision. During this exercise, the nomenclature for the thematic groups were also revised to re-align with the vision, with the resulting names as outlined in section 1.4.1.5.

Two objectives for each theme were prioritized, as a way of focusing attention on the interventions required to achieve the vision. The first of these is a foundational objective geared towards achieving an inclusive and caring society, more of a people centered objective. The second is aspirational, geared towards ensuring that Greater Monrovia is positioned as a relevant and competitive region in a global context, a process and place centered objective. The 10 objectives are outlined below:



The UDS stakeholders set clear objectives for the region, which complement the vision and includes specific targets that translate the vision in actionable steps. These objectives connect the root causes to the vision, expectations and resources framed around the five thematic dimensions. They coordinate the issues identified in the diagnostic phase with programs and projects identified in earlier sections.

## 4.2 ENABLING ENVIRONMENT

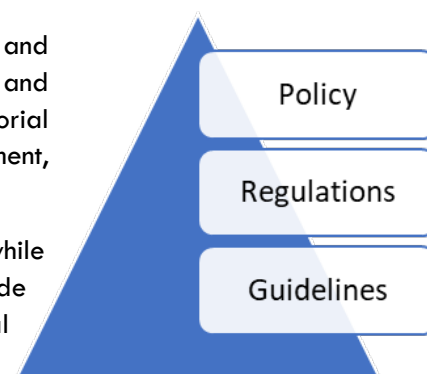
**KUKATONO** highlights the need to establish an enabling environment that supports the interventions outlined, in order to make the strategy feasible. These include supportive regulations, appropriate

infrastructure, new financing arrangements and a supportive spatial framework implemented through an inclusive and sustainable interventions.

#### 4.1.1 Regulatory framework

Regulations affect stakeholders' interactions with the public sector, and can direct, incentivize or hinder processes. A key constraint to growth and development identified by the stakeholders is the urban and territorial disparities within and among the LGAs, which has hindered investment, municipal cooperation and threatens governance.

A few spheres of government have their own approach to planning, while the majority are operating with no regulatory tools to guide development decisions. With no national or regional perspective, local governments are constrained to deliver effect services in the absence of guidelines.



Spatial planning and land use development and management regulations have emerged as key areas where the lack of alignment and coordination between various LGAs and national government structures results in disincentive to investment, lack of development and corruption. Strengthening the regulatory framework to guide sustainable planning is therefore a key priority.

#### 4.1.2 Infrastructure development

Infrastructure Development is central to the development of Greater Monrovia. At present, the region carries the burden of a huge infrastructure deficit, slowing down development efforts, and which if left unattended, will further stagnate development. The deficit ranges from hard to soft infrastructures, ranging from transport networks, to energy and housing. These challenges must be addressed holistically in order to achieve and sustain meaningful development initiatives.

While most infrastructure interventions are capital intensive, it is imperative that Greater Monrovia carves an interwoven mix of hard and soft infrastructure investments that give priority to areas that have wider reach and offer maximum opportunity for growth and improvement across sectors. To become an enterprising society that grants access to efficient and sustainable service delivery for all, investments in key priority areas of education, health, public transportation, water, sanitation and energy must be put at the front, while also addressing the administrative and institutional framework that deliver development across the urban area in ways that allow greater participation of local government, especially in key decision making, including resource mobilization and allocation.

#### 4.1.3 Financing

Greater Monrovia municipalities and local governments' progress towards financial sustainability are met with an array of constraints across the different dimension of urban finance, such as (i) financial management capabilities, (ii) revenue generation through own source revenue and unpredictable and insufficient intergovernmental transfers and (iii) long-term capital formation through nonexistent access to private capital.

Although MCC and PCC are the only two autonomous cities within the scope of the strategy and across the country, the failure to implement the Local Government Act of 2018 presents challenges to the financial administration and financial autonomy of the LGAs. The strongly centralized government system has limited LGAs mechanisms to generate revenues and hampered their accountability and transparency in LGA public financial management.



To achieve a Greater Monrovia Urban Area that is fiscally sustainable, progress must be made toward administrative and political decentralization. This move will ensure the strengthening of capacity building for the professional municipal workforce and improve local public financial management including, own source revenue generation and intergovernmental transfers, as well as new and innovative borrowing mechanisms to help transform the region into a livable society that will withstand the social and economic pressures of rapid urbanization.

#### 4.1.4 Spatial framework

Conceptualizing spatial development strategies is one of the priorities identified in the Urban Policy Diagnosis Report for Liberia. Greater Monrovia's current urban environment needs a significant boost to begin the transitions envisaged by the UDS. Therefore, it is imperative that **KUKATONO** include a spatial dimension.



Greater Monrovia's urban form tells a compelling tale of how the region has organically developed in the past 30 years. The core of Monrovia, the capital city exhibits a planned, block style layout, which was continued several miles into one adjacent suburb. These planned areas amount to less than ten percent of the region's footprint.

The remaining portions are characterizing by primarily low density, informal and unplanned settlements, with limited pockets of formality. With a region where 70% of its residents reside in informal settlements, any strategic intervention has to prioritize the conceptualization of a spatial form that will result in economic attractiveness, livability and inclusion, integrated with a sustainable urban fabric.

Another challenge which Greater Monrovia faces is the lack of attention to the specific needs of disadvantaged and marginalized groups, who are not considered in the current initiatives, resulting in a lack of housing accessibility and housing inadequacy. This entails a number of issues including tenure insecurity, unavailability of and lack of access to basic services, conflicts and significant disinvestment in the urban core.

With emphasis on a spatial framework, the region's development can be more sustainable and more efficient, resulting in a Greater Monrovia Metropolitan Area more effective in catering for its population's needs as well as in providing adequate infrastructure, leading to economic growth in an environmentally sustainable way.

#### 4.1.5 Capacity development

LGA's highlighted capacity development as a major challenge to economic growth and development for the region. Capacity building can be described as "the process through which local governments obtain, strengthen, and maintain the capabilities to set and achieve their goals in a given environment".<sup>14</sup>

Stakeholders identified that human resources (staff) of local governments lack adequate training, experience and knowledge to enable them to effectively identify, analyze and respond to the needs of citizens. Stakeholders also noted that LGA's do not have the logistics to implement appropriate strategies, policies, programs and projects to improve the urban environment.

The Strategy prioritizes capacity development along all spheres of local government and will include interventions that address short, medium and long-term training needs. As an initial initiative, the LGAs will receive capacity development training from the Government of South Africa. Prior to the onset of COVID-19, this support was envisioned to include study visits, in country trainings etc. In the wake of the

<sup>14</sup> Capacity Development: a UNDP Primer, 2009

pandemic, initial trainings will be conducted via webinars with a focus on priority training gaps identified by the LGAs.

For capacity development to be effective, institutional capacity, which refers to rules and conditions set by national government, must be revised. Organizational and human resources capacities of LGA's must be developed and strengthened to improve the autonomy and power of LGA's to effectively control and implement their mandates irrespective of the environments in which they work.

#### **4.1.6 Social inclusion**

Within the Greater Monrovia Metropolitan Area region, it is imperative that the perspectives and needs of disadvantaged and marginalized groups are captured and reflected at all levels of decision making in the political, economic and public sectors.

Inclusion requires participation and equal opportunities for women and men. Strengthening policies and legislation to promote inclusion and gender equity and equality involves considering the roles of women and disadvantaged groups in local governance, critical pathways for improving public governance and fostering sustainable economic growth.

For example, during engagements with stakeholders, it was determined that the proportion of seats held by women in local governments, and the number of women who stand for city election positions was significantly less than that of their male counterparts. Similarly, it was determined that compared to their male colleagues significantly less women participate in the formal economy.

The COVID-19 pandemic in Liberia has placed additional strain on an already fragile health-care system. Due to the apprehension of the virus coupled with factors such as lack of adequate equipment, tests, quarantine centers and healthcare practitioners; many healthcare centers (hospitals, clinics etc.) are turning away patients. Disadvantaged and marginalized groups are most affected by this situation because they are more susceptible to the disease or other illnesses, and often lack funds to obtain proper treatment from the select few facilities available to them. As a result, many individuals stay home and self-medicate or look for alternatives, many times with disastrous effects.

Inclusion of marginalized and disadvantaged groups in decision making would also mean significant improvements in education, employment, food security, health, infrastructure provision, and decrease in poverty. An acute expression of poverty is the significant increase in child labor. It is estimated that 300,000 children, equal to 40 percent (%) of the total population of children aged 5-14 in 2010, were driven to work at an early age by extreme poverty and a dysfunctional education system. The situation is exacerbated in cities such as Monrovia and Paynesville, where economic activities, a youthful population and urban poverty are prevalent. Inclusive urban governance must include the urban poor communities, as ignoring these citizens minimizes their contribution to the region's social and economic sustainability. Educating local governments on pro-poor policy making for poverty reduction is also an essential element of inclusive and equitable growth.



## 4.2 KEY INTERVENTIONS

**KUKATONO** highlights the usefulness of identifying the interventions that have the greatest potential to leverage change in each of the dimensions, to achieve the strategic objectives. These interventions provide insight into where to concentrate resources and build partnerships to achieve the goals.

This was not a clear-cut exercise. Priority projects needed to be evidence-based and relevant to the local context. In novel instances, pilot projects will need to be implemented to test methodologies and develop prototypes in order to gather solid testimony over time as to what works well and what methodologies need readjusting. The Figure below identifies one critical intervention per strategic objective used to further delineate which projects should be prioritized in order to achieve the respective goals.

Governance: Greater Leadership	<ul style="list-style-type: none"><li>• Provide opportunities targeted at increasing capacity development for local authorities at leadership and managerial levels</li><li>• Public-private partnerships linking government, academia and businesses</li></ul>
Economy: Greater Growth	<ul style="list-style-type: none"><li>• Enhance revenue generation and increase financial access across all levels of LGA</li><li>• Develop a structured approach for donor engagement and partnership</li></ul>
Environment: Greater Green	<ul style="list-style-type: none"><li>• Waste and water infrastructure and regulations promoting systematic waste separation and sustainable use of water.</li><li>• Climate change awareness and interventions addressing and mitigating impacts of climate change.</li></ul>
Service: Greater Reach	<ul style="list-style-type: none"><li>• Provide affordable services across all spheres of Greater Monrovia</li><li>• Diversify services offered to populace</li></ul>
Citizenship: Greater Participation	<ul style="list-style-type: none"><li>• Provide platform and space for citizen's access to information about the electoral process, basic rights and justice</li><li>• Improve communications between citizens and local government</li></ul>



## 5.0 HOW WILL GREATER MONROVIA GET THERE? TRANSFORMATION STRATEGY

This phase focused on supporting the local authorities to “operationalize” the vision and objectives, turning these into concrete programs and projects, with associated budgets. The strategy formulation connects the dots outlined in the previous phases and presents possible implementation scenarios within each thematic dimension.

The chapter will first address general aspects of long-term planning and development, then look into the strategic guiding principles that shaped the project planning and prioritizing, then outline a list of strategic actions to address the challenges presented, thereby creating the transformation strategy. The chapter concludes with a set of priority projects across the region with institutional arrangements detailed as a prelude to the final phase of implementation, monitoring and evaluation.

### THE NEED FOR LONG-TERM PLANNING AND AN URBAN DEVELOPMENT STRATEGY

The New Urban Agenda, signed at the United Nations Conference on Housing and Sustainable Urban Development HABITAT III in October 2016 states as one of the interlinking principles:

*“Readdress the way we plan, finance, develop, govern and manage cities and human settlements, recognizing sustainable urban and territorial development as essential to the achievement of sustainable development and prosperity for all;”*

**KUKATONO** highlights the usefulness of identifying the interventions that have the potential to leverage change in Greater Monrovia, and achieve the strategic goals. These interventions cannot be realized overnight. Thus, Kukatono identifies a 21-year transition framework to 2042 which allows for a more systematic approach to how the change needs to be sequenced, how it can be broken down into manageable parts, and measured later from the deliverables of each specific thematic area.

The transition period has been divided into three phases of seven years each, and each phase with its own particular focus:



- First Phase (2021-2028) - *Preparatory phase*, focuses on creating the necessary platform for envisioning and implementing the change
- Second phase (2028-2035) - *Acceleration phase*, adds quality to the quantitative emphasis of the first phase by accelerating improvements
- Third phase (2032-2042) - *Consolidation phase*, seeks to consolidate progress putting emphasis on sustaining performance

**KUKATONO** calls for an incremental process where innovation and change do not follow a linear path but typically follow a “S-curve”, where impact is slowly integrated at the beginning, then speeds up as capacity and systems are strengthened. The three phases, while distinct, are integrated as part of the long-term process. This 21-year plan will need to be supported by an enabling environment of supportive regulations, appropriate infrastructures, new financing arrangements, a supportive spatial framework with a particular focus on social inclusion and capacity development as well as stakeholders and partners that engage with each other and work collaboratively to attain the objectives.



## STRATEGIC GUIDING PRINCIPLES

Throughout the consultation process the broad-based strategic observations that integrate the various elements of the strategy, had yet to be developed. Working in close collaboration with the MCC and PCC UDS teams, seven strategic guiding principles were developed to address the current and expected key concerns and to transform the current metropolitan structure through a set of projects into a structure that can harmonize the various LGAS and support the key interventions outlined. These guiding principles are simple and straightforward and address the tenets of the strategy, contextualizing the specific issues that will drive Greater Monrovia's urban development, interlinked with the five thematic dimensions that shape the region.

**KUKATONO** identifies a 21-year transition framework, envisioning a society that is:



**Inclusive:** Exemplifies the process of good governance and effective leadership that ensures investments and actions are appropriate, addresses the needs of the most vulnerable and collectively creates a resilient environment that is participatory and everyone is included in decision making.



**Resilient:** Promotes systems that support the capacity of individuals, communities, businesses and systems within a space or region to adapt, recover and prepare for future shocks (economic, environmental, social & institutional) they experience.



**Economically Vibrant:** Conceptualizes spaces that attract people to want to live, work, play and invest. Develops a region that is full of life, energy, enthusiasm and opportunities.



**Efficient:** Develops a sustainable roadmap for service delivery through the establishment of enabling environments, the development of workable and scalable fit for purpose programs and elaboration of investment ready projects.



**Sustainable:** Ensures social, economic, environmental impactful, and resilient habitats for existing populations, without compromising the ability of future generations to experience the same.



**Connected:** Develops a strategic and efficient phased road network system that improves the current connectivity between communities, upgrades informal settlements' accessibility and assures continuity to surrounding future expansion areas.



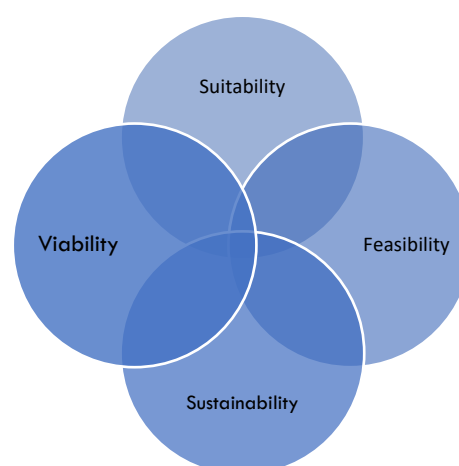
**Integrated:** Develops inclusive, resilient and livable urban settlements through spatial integration, creating spaces for all segments of Greater Monrovia's society.

## TRANSFORMATIVE PROJECTS

Working in close collaboration with the UDS teams, a series of key transformative projects were identified. These include short and medium-term interventions that were viewed within the context of the seven guiding principles outlined above, and further delineated through the lenses of the five thematic areas.

Transformative projects are visible and their scope is limited in time and space. They can ‘turn the tide in a lasting way’ (De Meulder et al 2004), if they are framed by a sustainable vision. These projects were also selected considering four lenses:

- Stakeholder engagements assess their **suitability** (Are these actions important to stakeholders?)
- Detailed examinations reveal their **feasibility** (Are these interventions achievable?)
- Cost evaluations determine their **viability** (Can these interventions be implemented from a practical and economic perspective?)
- While implementation arrangements gauge their **sustainability** (Can these projects be maintained in the long term?)



Suitability, feasibility, sustainability, and viability of the projects were the foundations discussed with the technical working groups who were tasked to establish a concrete and achievable time horizon for each action. For instance, short-term interventions are infrastructure projects or programs that are small scale (neighborhood level) and for which funds have been identified. Mid-term interventions are medium sized infrastructures (district scale) projects, and long-term interventions are region wide projects or projects whose impacts and stakeholder implications have a significant scale.

The tables below outline the priority projects in each thematic focus area, proposed sources of funding and recommended implementation arrangements. Subsequent to the adoption of the CDS call for proposal will be launched to ascertain the cost of the projects proposed. A comprehensive listing of all projects identified is included in the annex. These projects have been identified by the UDS teams and further prioritized by the thematic working groups. Through a series of engagements with senior officials including the Mayors and Township Commissioners, the authority best poised to lead each activity was selected. This process is a notable example of the level of coordination that will be expected between the LGAs to gauge the success of the UDS.

Additional initiatives are welcomed, and this represents only a minute step towards a common vision of development for Greater Monrovia. New forces of investment, economic instabilities, and political interest may redirect the course of action of this strategy hence the need to be adaptable and flexible. A Criteria of Time Horizon was established broken up into three segments; short-term (2 years), mid-term (5 years) and long-term (10 years).



### 5.1.1 Governance: Greater Leadership and Better Systems

No.	Governance: Greater Leadership and Better Systems	Lead Agency(ies)	Term	Funding Source
1	Review existing legislations and city charters to address ongoing jurisdictional/boundary disparities among LGAs and coordinate governance at the local level	UDS Steering Committee	Short	GOL
2	Institutionalize an Urban Forum as a platform of providing overall oversight to the UDS implementation	UDS Steering Committee	Short	GOL
3	Update urban planning regulatory instruments, including the zoning Law to include development controls for Paynesville and LGAs that comprise Urban Monrovia	UDS Steering Committee /MPW/LLA	Medium	GOL
4	Support the MCC and PCC to restructure their planning depts to improve efficiency and promote sustainable urban planning	MCC/PCC	Medium	Donors
5	Develop a 5-year training program for local government management in the areas of leadership development, strategic planning and financial management	UDS Steering Committee	Medium	LGA revenues/Donors

## Project 1 – Review Existing Legislations

The lack of enabling legislations was continuously flagged as a deterrent to development across all LGAs. Additionally, the overlapping of functions in metropolitan governance, particularly in Greater Monrovia (the City of Monrovia and surrounding townships) lowers productivity as delineated roles and responsibilities are not clearly defined. Paynesville City, while a part of the metro region, is not experiencing some of these challenges faced by the urban townships, these inefficiencies threaten the sustainability of the entire region.

**Context:** The duplication and overlapping of functions is of major concern as it impacts local governance, its structures and functions. For example, there are boundary disputes between many of the townships and the city limits of Monrovia, with resounding impacts to service delivery, taxation and collection of fines, permits and fees. The reporting structures also aggravate the disparity, because while both Mayors and other LGA authorities including township commissioners are elected, the Mayors of Monrovia and Paynesville are appointed and answerable to the President, while township Commissioners and other LGAs leadership report to the Ministry of Internal Affairs, the office of the Deputy Minister for Urban Affairs, through the Superintendent of Montserrado County. This dichotomy of local authorities reporting to a separate national authority has historically resulted in ineffective governance. If this situation is not addressed, many of the interventions outlined in this strategy and many other planning documents, may not be achieved.

**Objective:** The UDS team defines this as a foundational challenge that needed to be addressed as a precursor to many other interventions outlined. The project calls for a consultant to review the existing legislations that established both the cities and the surrounding LGAs, as well as delve into the spatial frameworks to ascertain where overlaps exist and conduct boundary harmonization, demarcation, and dispute resolution where required.

A more structured approach to the issue of local governance and the challenge to think of an innovative approach to addressing this issue with a specific analysis of the local context is a necessary first step in governance reform. What does this mean: Greater Monrovia, the Nation's capital and the nucleus of Liberia's economy, may require a different governance structure than that of other cities within the country. This paradigm shift has not been considered before and it is a thought-provoking question and

an exercise that is critical if the region is to truly see a transformation. This is an example of a radical shift that may be what it takes to turn Greater Monrovia's trajectory to one of resilient and effective growth.

**Timeline:** As a foundational intervention, this process should begin upon the approval of the UDS with completion within 12 months. Other projects will be implemented concurrently, however, it is crucial that these structural changes are addressed expeditiously.

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## PROJECT 2 - Institutionalize an Urban Forum

In 2015, the first Liberia National Urban Forum was launched by President Ellen Johnson Sirleaf to bring stakeholders together to share their perspectives and develop a roadmap towards a National Urban Policy, in alignment with Habitat III processes. Since then, Cities Alliance has utilized this platform to host annual Greater Monrovia City Forums, which began in Feb 2017.

**Context:** 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 partnership between local governments and the citizens they serve. The Forum promotes active citizenship among the urban poor, giving them an opportunity to have a say in city investment strategies and 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.

This proposal supports a long term vision for the annual City Forum, and proposed that the Forum be redesigned as an Urban Forum and institutionalized as a key space for local government and communities to convene for action across a wide range of development challenges, including to provide oversight to UDS implementation, with the Steering Committee reconstituted to include membership as outlined in the UDS implementation approach. In this scheme, the forum is proposed to be held quarterly to provide updates on the UDS and monitor its implementation.

The Urban Forum will further build the constituency for better planning and change started with the UDS development process and enhance meaningful participation by residents, local government, the local private sector, donor partners and all key stakeholder who will shape the success of the UDS, by building consensus and an inclusive, participatory dialogue for the Greater Monrovia UDS implementation.

**Timeline:** This is a foundational project critical to the success of the UDS and should be implemented upon adoption of the Strategy. Initiative is ongoing, through the UDS implementation.

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## Project 3 - Organizational Restructuring of MCC and PCC City Planning Departments

Urban planning is a valuable resource for local governments to achieve sustainable development. Planning helps make the most out of municipal budgets by informing infrastructure and services investments, balancing demands for growth with the need to protect the environment. It distributes economic development within a given territory to reach social objectives and creates a framework for collaboration between local governments, the private sector and the public at large.

Urban planning is a framework that helps leaders transform vision into implementation, using space as a key resource for development and engaging stakeholders along the way. Cities cannot transform in the absence of good urban planning structures. These begin by recognizing the importance of a land use planning department.

**Context:** Both MCC and PCC conduct very limited urban planning for a host of reasons, capacity challenges, lack of trained personnel and budgetary constraints to name a few. However, where MCC has a city planning department, and a limited structure, PCC does not. Therefore, an organizational restructuring to one enable MCC to function more effectively, and PCC to set up the framework to begin

planning is a fundamental first step in capacity these metropolitan authorities to effectively plan their cities.

Currently, in the absence of enabling legislations, PCC has no development controls to guide planning, and MCC is operating from an outdated 1979 Zoning Ordinance, spatial planning is virtually non-existent in both municipalities. No spatial planning activities are implemented within the other Greater Monrovia LGAs.

**Timeline:** As another foundational intervention, this process should begin upon the approval of the UDS with completion within 4 months.

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## Project 4 - 5 Year Training Program

“Capacity can be defined as the ability of individuals and organizations or organizational units to perform functions effectively, efficiently and sustainably” (UNDP, 1998). This definition has three important aspects: (i) it indicates that capacity is not a passive state but is part of a continuing process; (ii) it ensures that human resources and the way in which they are utilized are central to capacity development; and (iii) it requires that the overall context within which organizations undertake their functions will also be a key consideration in strategies for capacity development.

The cry for capacity development across all hierarchies within the LGA structure was resounding. However, the lack of capacity of senior management in strategic areas is seen as a foundational challenge. Therefore, the UDS teams prioritized the need to provide short term and certificate programs for senior officials including, City Managers, Directors and Township Commissioners, in the areas of financial management, strategic planning and leadership development. Capacity development will not only be building the knowledge base of LGA officials, but will also increase the resource base, provide opportunities for networking with peers and develop synergies with other LGAs regionally and internationally.

**Context:** Many of the LGAs acknowledged the challenges of managing their institutions with limited capacities in key areas of management. Additionally, with the exception of Monrovia, Paynesville, Congo Town and West Point, other LGAs do not have support staff and many of the key decision-making rests with the Commissioners, many of whom lack the necessary skills to effectively manage their townships. The three topics highlighted were prioritized by the LGAs as the key sectors where capacity development was essential to sustainable operations.

**Timeline:** As a short-medium term intervention, the project is expected to begin upon the approval of the UDS and extend over a 5-year period.

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## Project 5 - Update urban planning regulatory instruments

Planning is nonexistent or at most severely limited across all Greater Monrovia LGAs. The most relevant planning tool is the 1973 Zoning Law, which was adopted for the City of Monrovia, and is currently not being implemented by either MCC or PCC. The regulation is outdated and does not respond to current planning trends or the challenges resulting from the region’s rapid urbanization.

Similarly, other LGAs have no development controls, resulting in market driven, haphazard and uncoordinated planning across the region. The resulting proliferation of slum communities through the metropolis, approximately covering 70% of the urban area, is a testament to the derisory urban planning due to the lack of regulatory instruments to guide development and planning decisions.

**Context:** Local Governments require supportive legislation to enable effective planning. Currently there exists no development controls at the national, regional or local levels. The LLA is currently developing a National Land Use and Management Policy, and the MIA is drafting a National Urban Policy. These

policy instruments need to be supported by regulations to implement these instruments. The project calls for an update to the current zoning law for the City of Monrovia, as well as the development of land planning regulations for all Greater Monrovia LGAs.

**Timeline:** As a short-term intervention, the project is expected to begin upon the approval of the UDS and extend over an 18-month period.

### 5.1.2 Economy: Greater Growth and Equity

No.	Economy: Greater Growth and Equity	Lead Agency(ies)	Term	Funding Source
1	Develop business plans for LGAs with a focus on potential revenue sources: Identify revenue generation levers, assess relevance, impact to the economy, social acceptance, and ease of implementation.	UDS Working Group	Short	Donors
2	Conduct an Economic Development Plan Market Research Study to explore potential investment opportunities for both individual and local government economic empowerment	UDS Steering Committee	Medium	Donors
3	Formalization of Petty Traders	FEPITIWUL	Short	LGA revenues/Donors
4	Communications of Schedule of Local Government Fees and Charges	UDS Working Group	Short	LGA revenues/Donors
5	Urban agriculture for self-sufficiency in food production	UDS Steering Committee	Medium	LGA revenues

## Project 1 - Develop Business Plans/ Revenue Optimization Strategy

The situational analysis for the LGAs revealed that financing of the local governments towards financial sustainability are met with an array of constraints across the different dimension of urban finance such as (i) financial management capabilities, (ii) revenue generation through own source revenue and unpredictable and insufficient intergovernmental transfers and (iii) long-term capital formation through nonexistent access to private capital.

**Context:** In the absence of the implementation of the Decentralization Law of 2018, the strongly centralized government system has limited LGAs mechanisms to generate revenues and hampered their accountability and transparency in LGA public financial management. LGAs can achieve financial autonomy and address the challenges of unpredictable and insufficient intergovernmental transfers by exploring potential own source revenue sources, revenue generation levers as well as new and innovative borrowing mechanisms.

**Objective:** There is a need to develop business plans for LGAs with a focus on potential revenue sources and identify revenue generation levers, assess their relevance, impact to the economy, social acceptance, and ease of implementation. The project will involve an inventory of existing revenue streams and grouped under four main sources ((i) service fees, (ii) fines for violation, (iii) charges or taxes, (iv) asset monetization), LGAs to identify followed by consultation with LGAs to identify numerous levers under each source.

**Timeline:** As a foundational intervention, this process should begin upon the approval of the UDS with completion within 12 months.

## Project 2 - Economic Development Plan Market Research

The proposed study will focus on the mutual development of investment opportunities that exist to both the individuals and the LGAs, and also attract foreign direct investment (FDI). The study is expected to provide comprehensive information on business opportunities in the LGAs with the aim to guide and encourage prospective investors to engage across multiple sectors including with local government and private sector. The study will suggest a list of potential activities/ investment opportunities to be further explored.

**Objective:** The specific purpose of this consultancy is the identification of potential business opportunities within the LGA, not as a single unit, but a multi-faceted investment destination, capitalizing on their common strengths and highlighting their individual unique investment opportunities. In addition, opportunities identified should consider the impact on economic and social development, preserving the environment, promoting corporate social responsibility as well as generating sustainable employment. The opportunities identified for some sectors should be developed and presented in a simplified form that can be easily utilized for the development of other sectors.

The consultant will therefore be required to research, develop and produce a report that shows the investment trend for the LGAs within the Greater Monrovia Area for the next ten (10) years.

**Timeline:** As a foundational intervention, this process should begin upon the approval of the UDS with completion within 12 months.

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## Project 3 - Formalization of Petty Traders

The proposed project involves working with the Federation of Petty Traders and Informal Workers Union of Liberia (FEPTIWUL) to migrate to the formal sector. FEPTIWUL is a non-governmental organization with a membership of forty thousand (40,000) petty traders across 13 of the 15 counties in Liberia.

**Context:** The proposal recommends organizing petty traders and street vendors across Montserrado, Buchanan and Ganta in partnership with LGAs. The project aims to identify and construct points of sale, including market tables and stalls in designated street corridors in targeted locations, to help organize sales by category of goods to improve market aesthetics and efficiency. The designated locations must be identified with the City management, FEPTIWUL and the Ministry of Commerce and Industry. Other stakeholders involved include the LLA and Liberia Revenue Authority.

**Objective:** The specific purpose of this project is to address urban development challenges, including horizontal spillover of street vendors which result in traffic congestion, construction of poorly designed temporary structures, waste discarded on the street, resulting in unsanitary conditions and restriction of sidewalk use by the pedestrians, which have all led to the defacing of the cities. This project will also support the petty traders to enter the formal sector through a gradual migration process involving registration, service delivery and taxation.

**Timeline:** 18-24 months (nationwide)

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## Project 4 - Urban Agriculture for Self-Sufficiency in Food Production

Wetlands constitute 0.5 per cent of Liberia's landmass, but are depleting at a fast rate due to human activity, especially in urban and peri-urban areas.<sup>15</sup> The resounding impacts of the civil war and low financial capacity of residents within Greater Monrovia LGAs have resulted in hundreds of acres of wetlands being filled for dwelling and solid waste management. However, the potential exists to reverse this negative trend and use wetlands for other purposes including food production. Another effect of the war is land abandonment. Through the metro area, tracks of land, of all sizes, are abandoned, underutilized and vacant, as many owners fled during the civil crises, many of whom have not returned

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<sup>15</sup> Report on the impacts of the Liberian civil crisis on wetlands by the Environmental Protection Agency (EPA)



to reclaim their lands. Thus, while there is a deficit in available public land for farming and urban agriculture, there is land available. The key is unlocking its potential by rethinking arrangements on the use of urban land, with a specific focus on urban agriculture for increased food security.

**Context:** Investment and promotion of an urban agriculture scheme is vital the economies and livelihood of the LGAs. The advantages to promoting urban agriculture will lead to the reestablishment of interest in the sector and increase the proximity of farm produce to market, thus leading to lower prices and availability of fresh produce, with resulting decrease in food insecurity in the urban areas. Urban agriculture schemes present multi-functionality benefits in terms of agriculture productivity and economic development, particularly for the urban poor, many of whom use wetlands for small scale farming.

**Objective:** The objective is to promote community farming and maximize the use of vacant and wetlands in an urban environment by redesigning how wetlands, vacant and abandoned properties are used for agriculture. The successful implementation of the project is expected to provide the Greater Monrovia Urban Area with equitable and fair access to space for community gardening and urban farming, access to organic fresh produce and contribute to diversification of the agricultural sector through innovative farming models. It is proposed that this is a medium-term project and shall be implemented when the LGAs shall have completed the key short-term projects identified under the Governance Dimension including the drafting of development controls, including guidelines on management and use of wetlands, vacant and abandoned lands.

The scope of work will also require the LGAs to implement a robust public awareness campaign to promote urban agriculture and identify champions, from all walks of life, to lead the charge. It will involve a range of innovative outreach methods, including creating a social media movement around the initiative, such as providing a platform for people to post stories, images, and videos of their farming initiatives. Other proposed activities include opportunities for people to showcase and market their products for increased visibility.

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#### **Timeline:**

## **Project 5 - Communications Campaign for the Schedule of Local Government Fines, Fees**

This proposed project is a follow-up to the first Economy intervention, the development of business plans. Upon completion of the economic development study, it is crucial that a communications and public awareness campaign is developed to implement the recommendations, one of the most beneficial being the harmonization of local government fees, fines and charges for increased revenue generation.

**Context:** Greater Monrovia LGAs have remained financially constrained due in part to low revenue generation, and limited technical capacity for fiscal planning. In order to improve the economic outlook of local authorities, and promote a viable society that will withstand the social and economic pressures of rapid urbanization, increased forms of revenue generation are a must. Developing and harmonizing a schedule of fees and charges to standardize revenue collection whilst achieving transparency and accountable is a key recommendation.

As the LGAs develop new ideas for revenue generation and a comprehensive financial management structure, communicating these interventions to the public is crucial to successful implementation. The continuous disconnection between government and the people they serve is a deterrent to effective governance. To this end, a robust communications and public awareness campaign focused on information decimation to the public about the revenue proposal and changes is essential.

**Objective:** This proposal calls for the development of a comprehensive communications strategy to inform the public of the new revenue schemes within the specific LGAs, to include publication and dissemination of information including revised fines, fees and charges, that impact both individual citizens and businesses, to include taxes, solid waste fees, zoning costs, etc. It is important to articulate the necessity of these changes for socio-economic development within the communities and its impact on improved service delivery.

**Timeline:** As a follow-up intervention, this is a short-medium term project that should begin upon the cocompletion of the business plan, with completion in 4 months.

### 5.1.3 Environment: Greater Green and Climate Resilience

No	Environment Greater Green and Climate Resilience	Lead Agency(ies)	Term	Funding Source
1	Develop design standards for community greenspaces in Urban Monrovia and identify sites for at least one park in each LGA	UDS Working Group	Short term	Donors
2	Develop a Climate Change Response Strategy for Greater Monrovia	EPA/LGAs	Short term	Donors
3	Conduct a Waterfront Re-development Study for selected corridors (e.g.: Stephen Tolbert to Waterside)	MCC	Long term	GOL and Donors
4	Identify 2 (two) large tracks of land (in growth corridors) within Greater Monrovia for informal settlement relocation	LLA/UDS Working Group	Short term	GOL

## Project 1 - Develop Design Guidelines for Urban Green Spaces

Urban green space is an increasingly valuable resource for Municipalities and LGAs. Many urban areas face increasing pressure from expanding populations, limited resources and growing impacts of climate change. These challenges must be addressed in order for cities to provide healthy and sustainable living environments. Green spaces and other nature-based solutions offer innovative approaches to increase the quality of urban settings, enhance local resilience and promote sustainable lifestyles, improving both the health and the well-being of urban residents. Parks, playgrounds or vegetation in public and private places are a central component of these approaches. It is therefore necessary to ensure that public green spaces are easily accessible for all population groups and distributed equitably within the urban area. The management, planning, design and policy implementation of urban green spaces are major issues for a sustainable environment and must be incorporated into development initiatives at local and national levels. Urban green spaces not only play a role in the environment but also contribute to social, economic and cultural developments in cities.

**Context:** Throughout our engagements, there was a broad consensus about the importance and value of providing urban green spaces in Greater Monrovia. The lack of adequate green infrastructure, including parks and playgrounds for passive recreation was continuously identified as a major barrier to development within Municipalities and across LGAs. The World Health Organization (WHO) recommends the availability of a minimum of 9 m<sup>2</sup> of green space per individual with an ideal (urban green space) UGS value of 50 m<sup>2</sup> per capita<sup>16</sup>.

In Liberia, Municipalities and LGAs do not have green infrastructure plans and no design guidelines for urban green space. An initial step is to develop design standards for urban parks in Greater Monrovia with a focus on connecting these urban greenspaces by developing a “river line” and inter-connected systems of trails linking the parks in each LGA via the rivers and waterways that traverse Greater Monrovia. MCC, PCC and few townships such as Congo Town have identified greenspaces for passive recreation. Nevertheless, most of these areas do not adhere to specific design standards, and are not accessible, available or used by the public. Within our Municipalities and LGA's, there are very few public parks, playgrounds and environmentally friendly spaces for passive recreation. While there are many private parks, fenced in and restricted, they too are in disrepair, poorly managed and lack amenities.

**Objective:** As a result, the UDS team perceived this issue as a foundational challenge which needs to be addressed. The project requires that a consultant working in collaboration with the LGAs first develop guidelines for urban green spaces and provide a general standard for urban parks which will be used

<sup>16</sup> World Health Organization (2010). Urban Planning, Environment and Health: From Evidence to Policy Action. From [http://www.euro.who.int/\\_data/assets/pdf\\_file/0004/114448/E93987.pdf?ua=1](http://www.euro.who.int/_data/assets/pdf_file/0004/114448/E93987.pdf?ua=1)

as baseline for the development of urban green spaces in Greater Monrovia. The second phase of the project will be to identify a site for at least one (1) urban park in each LGA using the proposed “river line” as a connector, linking the parks through an inter-woven system.

**Timeline:** As a foundational intervention, this initiative should begin upon the approval of the UDS with completion within 24 months.

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## Project 2 - Develop a Climate Change Response Strategy for Greater Monrovia

The Greater Monrovia area bears characteristics intrinsic of an “African Water City”. The African water city is a coastal city, located in Africa which faces the impact of climate change (sea level rise, climate and economic vulnerability) while rapidly urbanizing and often within the context of resource constraints.<sup>17</sup> These climate change impacts present challenges to the region’s socio-economic development.

Although various international and national institutions and organizations are employing mechanisms to better understand and address climate change challenges in Liberia, the country still has a low capacity to effectively respond to the impacts of climate change. Current challenges include lack of data on short and long-term climate change impacts and vulnerabilities within the country, as well as the financial, technological, and human resources to identify mitigation and adaptation priorities, and adequately implement appropriate climate change plans and strategies.

**Context:** During consultations, stakeholders acknowledged that Greater Monrovia is being adversely affected by climate change impacts. Major environmental risks and vulnerabilities identified by citizens include: coastal erosion, flooding and increased temperature/warming of our cities, boroughs and townships. Coastal erosion in parts of Greater Monrovia including the township of Westpoint and Borough of New Kru have washed away roads, properties and dwellings along the coastline thereby leaving residents homeless and vulnerable. LGA’s do not have a comprehensive strategy to effectively build climate resilience and have not inculcated the practice of long-term integrated planning to address climate change. None of the LGAs in the study have environmental and disaster risk management plans.

**Objective:** The UDS team captured the need to develop a Climate Change Response Strategy to ensure Greater Monrovia LGAs are better positioned to respond to the challenge’s climate change is posing to the region’s socioeconomic development. The project proposed that a consultant working in collaboration with the UDS Working Group develops a comprehensive Climate Change Strategy to include environmental and disaster risk management plans for LGA’s within the Greater Monrovia region.

**Timeline:** As a foundational intervention, this process should begin upon the approval of the UDS with completion within 12 months.

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## Project 3 - Conduct a Waterfront Redevelopment Study for Selected Corridors

**Context:** Within the Greater Monrovia region are many water and shorelines which have been abandoned and are not optimally utilized as sites for potential urban investments. Many of these areas currently serve as dumpsites for waste, outdoor toilets, and other noxious uses. Historically, many of these water ways were as gateways for movement and transportation of goods through the urban area, particularly between those areas without road networks. While it may seem that urban waterfront redevelopment and conservation is a luxury irrelevant to the basic needs (food, housing, basic urban services) of the poor; in the context of smart planning and urbanization there are clear linkages and benefits between water-front redevelopment and transformational economic development. Some the benefits include:

- The extension of urban services, notably water supply,

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<sup>17</sup> PCC Resilience Roadmap. October 2019

- Improved housing and transport services,
- Economic diversification; and
- Increase employment opportunities

**Objective:** As the result of the abandonment and degradation of major water bodies within the region, and due to the myriad of benefits these resources offer, the UDS team acknowledged this challenge as a major bottleneck to sustained urbanization and economic development. The project requires that a consultant working with selected LGA's develop a waterfront redevelopment strategy for selected corridors, along the Mesurado, St Paul Rivers and Atlantic Ocean fronts. s

**Timeline:** This is a long-term, multi-phased project, that will extend in excess of 5 years, with completion of Phase I (study) within 16 months upon commencement.

#### 5.1.4 Service: Greater Reach and Quality

No.	Service Greater Reach and Quality	Lead Agency(ies)	Term	Funding Source
1	Construct Community Libraries focusing on STEM	LGA/MOE	Short	Donors
2	Primary Waste Collection, Sorting and Recycling	MCC and PCC	Medium	LGA revenues/Donors
3	Design, Build and Operate Transport Terminals in Urban Monrovia	LGAs/MOT	Medium	GOL/Donors
4	Conduct Urban Relocation and Densification Study for Greater Monrovia	LGAs/NHA	Short	GOL/Donors

## Project 1 - Construction of Community Libraries Focusing on STEM

Education is pivotal to the creation of jobs, expansion of economic opportunities, and the realization of an enhanced quality of life. Liberia has a youthful population, a median age of 17.8 years.<sup>18</sup> About “70 percent of the nation’s population is below the age of 35. With targeted capacity development, training and preparation through formal and targeted educational systems, this group can transform the economic landscape of Greater Monrovia and Liberia at large by providing useful skills needed in the labor market. Additionally, with the appropriate policy actions can further develop into entrepreneurs. Education, in particular, offers the most promising options for economic growth, addressing gender disparity and improvement in overall quality of life.

**Context:** Liberia’s educational system is challenged on a number of fronts; poor infrastructure of most schools, especially public schools, ineffective instructional staff largely requiring capacity infusion, and the unavailability of lack materials and learning resources to name a few. However, what seems more pressing and requiring immediate intervention is the lack of resource materials or references to aid students in learning. In almost all schools within Greater Monrovia, there are no libraries or resource centers to support students in their academic pursuits. This deficit hampers students and affects learning outcomes and, if left unattended will result in graduates without the basic skills to succeed or be competitive in the labor market.

<sup>18</sup> Republic of Liberia, 2018. Pro-poor Agenda for Prosperity and Development [https://www.theperspective.org/2018/Revised\\_PAPD.pdf](https://www.theperspective.org/2018/Revised_PAPD.pdf). Accessed July 17, 2019.

**Objective:** While equipping all schools with libraries may not be the most resourceful approach, the associated cost, logistical and personnel requirements negate any attempt at a quick fix. Nevertheless, in order to begin to reverse this trend, the project proposed to develop district level libraries that will be strategically situated to service particular school districts thereby giving access to students from various schools in a district to libraries equipped with materials and personnel to assist with their learning. This approach in the short term will ensure that students have access to relevant references, have a platform for research and can measure up to anticipated learning outcomes, while a more long-term approach of resourcing each school with a library is pursued by stakeholders. Because of the number of school districts within the Greater Monrovia Urban area, a minimum of six libraries will be provided phase I, distributed equitably across the region.

As an attempt to bridge the technology gap, the proposed libraries will focus on e-learning and will be equipped with tablets instead of traditional books. This approach is critical to ensuring that libraries accommodate the maximum number of learners. Further, the tablets will provide learners with extensive reference options as opposed to a traditional library and will not require internet connectivity to function because the contents are preloaded on the devices. To support functionality, each library will be fitted with solar panels to ensure reliable power supply.

**Timeline:** Timeline is 24 months.

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## **Project 2 - Primary Waste Collection, Sorting, Packing and Recycling**

Solid Waste management and disposal is an overwhelming task for municipal authorities, who face severe constraints in tackling the mounting waste situation. Within Greater Monrovia, Solid Waste Management is vested within city corporations, however the Government of Liberia (GoL) has established agencies such EPA and the WASH Commission to enhance Solid Waste Management efforts. However, mandates for these agencies seem to crosscut resulting in duplication of activities and resources in terms of monitoring, supervision, regulation and enforcement.

**Context:** Currently, municipal authorities are largely using land filling to solve the solid waste problem. The Cities lacks capacity to adequately utilize other options such as recycling or energy recovery. This option, however, is down the waste hierarchy which prioritizes environmental friendliness with waste prevention at the top, followed by minimization, reuse, recycling, energy recovery, and disposal.

Despite efforts by the government of Liberia, townships and City governments to enhance SWM, challenges still remain. Inadequate sites for landfill disposal are a major challenge. Due to inadequate sites for waste disposal, wetlands and rivers streams are being used to dump waste. Poor public attitude towards waste collection and disposal, coupled with the non-enforcement of existing laws on waste disposal affects efforts towards improving Solid Waste Management. Skip buckets are not regularly emptied due to lack of fuel for waste collection trucks and frequent breakdown of machinery, while the lack of up to-date data also presents challenges to municipal authorities in planning and organization of waste management

With funding from European Union Cities Alliance implements two projects "Climate Resilient Solid Waste Management in Greater Monrovia, Liberia through Community Based Enterprises and Waste to Energy Innovative Approaches. The Projects are enhancing access to sanitation through more sustainable and efficient Solid Waste collection. The Projects provide Loan facilities to enable CBEs address challenges around inadequate tools and equipment and grants to enable CBEs, SMEs, and local NGOs generate value added services such as sorting, composting and recycling to improve livelihoods and reduce the quantity of recyclable waste dumped at landfills.

The initial landfill serving the metropolitan area has reached its capacity, and a new facility is under construction in Cheesemanburg, 45 km north of the metropolitan area. The current waste disposal methods



of the metropolitan area are not sustainable. A number of studies including the expansion of the CBE model, Waste to Energy and, Composting and Recycling have been commissioned and concluded with findings suggesting expansion in waste generation, but more critically the incapacity of already existing waste operators to absorb and efficiently transform waste to energy and/or other useful products.

In this connection, the intervention under this UDS will build on the existing Cities Alliance projects on collecting, sorting, recycling, composting of primary waste. This will reduce the quantity of waste ending up at the landfill while at the same time creating jobs through waste processing and export. A medium-term approach will focus on developing in-country capacity to process waste towards value addition, further expanding the sector and creating jobs while ameliorating environmental and health hazards. Despite the Project's efforts and commitment to support Greater Monrovia in addressing the mounting waste sector challenges, a number of gaps that impact delivery of project outcomes remains. These include:

- Inability to regularly and frequently empty Skip buckets by municipal authorities.
- Lack of a National Solid Waste Management Policy.
- Lack of enforcement of existing laws and ordinances on waste management at Municipal level.
- Limited availability and use of data in Solid Waste Management and Planning.
- Inadequate funding for agencies responsible for waste management

**Timeline:** Because some existing structure and infrastructure already exist to support this intervention, especially CBEs and SMEs, it is envisaged that this intervention will require approximately 4 years to begin to roll out implementation, which will include administrative setup, recruiting and capacity building.

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## Project 3 - Design, Build and Operate Transport Terminals in Greater Monrovia

Affordable transportation options are critical to the social and economic development of the Greater Monrovia Urban Area. Transportation as an enabler of development, when properly managed can generate employment, and enhance the socio-economic conditions of the population. Already, Greater Monrovia is home to over 40% of the nation's population; is home to numerous business enterprises and is the preferred destination for business startups. Responding to the transport demand in the region is significant in promoting efficiency and consolidating gains made towards the achievements of the SDGs.

**Context:** The Greater Monrovia Urban Area is connected to the surrounding townships by a single thoroughway that circumvents the urban core. Connectivity within and between the surrounding townships is hampered by traffic congestion, exacerbated by unmaintained and inadequate road infrastructure. The absence of road transport terminals within the metropolitan core worsens the situation. The resulting effect is that streets are blocked off to serve as informal transit stations, causing traffic congestion and eroding road safety conditions, especially during peak hours. Both public and private road transport operators have in response to this phenomenon developed alternative routes to avoid traffic congestion, which has led to the over servicing of particular routes while others are left underserved, and pretty much unserved in many others.

Significant investments in road transport infrastructure are needed to improve efficiency. An initial infrastructure intervention is most likely required for the construction of transport terminals at critical locations within the metropolitan area. Such an investment will decongest streets, attract commerce to the terminal locations, improve travel time, provide access to underserved districts and enhance road safety conditions. In total, five terminals are proposed for Phase I, one in Monrovia, one in Paynesville and three in the townships.

**Timeline:** It is anticipated that securing the land space for the terminals will be challenging, especially in the metropolitan central area. Also taking into consideration the development and approval of a suitable design and then construction. In total, the project from land identification and securing, to design approval and construction shall require a time of approximately 24 months.

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## Project 4 - Urban Relocation and Densification Study for Greater Monrovia

Several factors, particularly sea erosion and river flooding, fundamentally question the viability of certain settlements and slum areas in Greater Monrovia. Notably, the ongoing erosion and reformation of the land in West Point, region's largest slum, present a significant challenge, as manmade intervention may not be able to overcome the powerful impact of oceanic and hydrological forces. Consideration should be given to relocation and densification in a similar manner to the Urban Promotion Areas and Urbanization Control Areas proposed in the JICA Master Plan.<sup>19</sup>

**Context:** As urbanization rates increase, it is important to pay attention to how urban environments are evolving. Greater Monrovia has experienced rapid urbanization in the last 30 years and urban services have been compromised. Seventy (70%) of Monrovia is considered a slum and the proliferation of informal housing is prevalent throughout the urban area.

Climate change is adversely affecting slum communities, as outlined above and it is essential that empirical evidence is collected to provide data needed to develop interventions to address the ongoing challenge of lack of affordable housing, substandard living conditions and overall improvement of living conditions of the urban poor in Greater Monrovia.

**Objective:** With an estimated 512,000 housing units required by 2030<sup>20</sup>, densification and urban relocation are transitions that offer an opportunity to create new social, economic and environmental development models to address the housing crisis and improve urban living in the region. It is important that Greater Monrovia looks at strategies to not only provide infrastructure: housing, transport, energy but also job opportunities. Additionally, the spatial layout of Greater Monrovia should promote economic efficiently and environmental sustainability.

The proposal calls for an urban relocation densification study of the urban area to determine high-risk areas for relocation and areas for urban densification and expansion, while also mitigating adverse impacts to livelihoods. Achieving middle-income status has only been accomplished with urbanization and industrialization, which requires high population densities.

**Timeline:** 6 months

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### 5.1.5 Citizenship: Greater Participation and Empowerment

No.	Citizenship Greater Participation and Empowerment	Lead Agency(ies)	Term	Funding Source
1	Implement a Women's Safety Audit in Greater Monrovia	UDS Working Group	Short	Donors
2	Convene citizen advisory group to improve engagement between residents and LGAs	UDS Working Group	Short	LGA Revenues
3	Develop an innovative and participatory comprehensive communications strategy to engage citizens and LGAs	UDS Working Group	Short	GOL/Donors
4	Urban Women Livelihood Support Project	UDS Working Group	Short	Donors

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<sup>19</sup> Masterplan for Monrovia Urban Facilities Restoration (2009), JICA

<sup>20</sup> Liberia Housing Profile (2014), UN Habitat

## Project 1 - Women's Safety Audit

In many cities women and girls face violence not only in their homes and in relationships, but also in public spaces due to poor urban design and poor management of public spaces. Findings from the Cities for Women Survey conducted in Sept 2018 evidenced that in Greater Monrovia today, half of the survey respondents found the sexual and gender-based violence, physical security of women and girls, and economic safety are unsatisfactory<sup>21</sup>.

One of the ways in which women can feel safer and fully benefit from the services and resources cities can offer is to actively seek changes in their physical environment, by working together with municipal authorities and other community institutions and groups. The Women's Safety Audit is a tool that enables a critical evaluation of the urban environment, through a gender lens. The tool was first developed in Canada following the recommendations of the 1989 report on violence against women and has further been developed by UN-HABITAT in the cities of Cape Town, Johannesburg, Durban, Dar es Salaam, Abidjan, Nairobi and Warsaw. Citizens play a critical role in advocating and helping to make local government institutions more transparent, accountable and effective, and contributing innovative solutions to complex development challenges.

**Context:** The Women's Safety Audit is a tool that increases awareness of violence against vulnerable groups and helps users and decision-makers understand how men and women experience the urban environment in different ways. It gives legitimacy to women's concerns and is an effective tool for building community safety.

This tool can lead to modification of the design, planning and management of public spaces in order to contribute to reducing the feelings of insecurity and victimization. It can be instrumental in making public spaces safer and more accessible for women and girls. Frequent safety audits followed by progressive action to implement the findings should be routine in crime prevention policies. Preliminary results from the 2007 Global Assessment on Women's Safety found that the most frequently used international tool is the women's safety audit.

The proposed project recommends an individual consultant to conduct a Women's Safety Audit in Greater Monrovia. The process should be guided by the UN Women's global safe cities framework, which can be adapted to the local urban context.

**Timeline:** As a foundational intervention, this process should begin upon the approval of the UDS with completion within 3 months.

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## Project 2 - Institute a Citizen Advisory Group

Citizens play a critical role in advocating and helping to make local government institutions more transparent, accountable and effective, and contribute innovative solutions to complex development challenges.

Growing evidence confirms that under the right conditions, citizen engagement can help governments achieve improved development results in creating links between citizen engagement and improved public service delivery, public financial management, governance, social inclusion and empowerment.

Evidence also shows, however, that the outcomes of citizen engagement are highly context specific and sensitive to government and citizens' capacity and willingness to engage. Effective engagement is also affected by social, political, economic, environmental, cultural, geographic and other factors, such as gender dynamics, an effective strategy needs to be inclusive of those most vulnerable, including women, the urban poor and the disabled.

**Context:** To support the citizenship engagement process, this project calls for the development of citizen advisory board comprised of LGA officials and relevant government institutions. This board is defined as a group of individuals appointed for the purpose of examining public issues, who meet over an

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<sup>21</sup> Women Transforming Greater Monrovia-Au Urban Assessment from a Gender Perspective, 2020

extended period, and develop alternative solutions and new ideas through comprehensive interaction. Rather than being open to all members of the public, the citizen advisory board is restricted to a small number of individuals who are expected to represent the interests of the public and communities they serve. Within the context of the Greater Monrovia region, this board should reflect the diversity of residents with a focus on inclusion and gender integration.

**Institutional Arrangements:** The UDS Advisory Group should lead the process of creating the board, with members being selected from LGAs within Greater Monrovia. Government institutions should include the MIA, MPW, LLA, NHA, utility providers, and other sectors that play a key role in urban planning and development. It is envisioned that the board will meet monthly to receive updates on various projects within the community as well as provide feedback to policy makers and implementors on issues from their respective communities that require the attention of the government.

**Timeline:** Ongoing

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## Project 3 - Develop a Comprehensive Communication Strategy

Greater Monrovia is made up of diverse groups that have divergent interests and, who obtain information in different ways. A rapidly changing world means that traditional approaches for gathering feedback and interacting with the populace, may be less effective today. Busy schedules mean that citizens will appreciate convenient, comfortable, and quick ways to stay informed about government services and community issues, and also to register their views on them. Technology offers new opportunities for quick and cost-effective ways to distribute information, as well as reaching out and involving citizens. New variations on public meetings and other improved outreach tools can allow a more thorough vetting of issues and exchange of information that results in more widely embraced plans and projects.

Engaging citizens is especially important during times of crisis like the COVID-19 pandemic, as effectiveness of response efforts can often hinge on behavior change at the micro-level. Informing and receiving feedback from citizens in real time can provide insight into how the crisis is affecting communities and enable real-time course correction in fast evolving situations, as well as post-crisis.

Effective communications also involve public awareness, informing citizens of what government is doing. Awareness-raising and dissemination of information is critical to create an enabling environment for accountability, promote participatory and inclusive processes for follow-up and review, and build ownership of the Greater Monrovia Strategy.

**Context:** Citizens in Greater Monrovia feel disconnected and are dis-engaged from local government. Coupled with the lack of trust factor, it is incumbent upon LGAs to develop innovative tools to engage citizens in the development process and provide various means of communicating with those they serve.

Local governments will have different communication needs and a varying need for citizen comment or involvement depending on the particular type of situation. At times, local governments will simply want to get information to citizens about a new service or program, an upcoming event, important issues, or a temporary service disruption. At other times, communities may want to gather information or opinions from citizens, or even recruit citizens to study issues in depth and provide advice. At other times, it will be desirable to work directly with the public and even partner with citizens to develop alternatives, creative ideas, and solutions to community-wide concerns.

The strategy should therefore provide a diverse platform for communications to include:

- Townhall meetings
- Focus group discussions
- Social media (various platforms)
- Radio and print media
- Technology tools (ICT, mobile messaging)

**Timeline:** 6 months

## Project 4 - Urban Women Livelihood Support Project

Reducing poverty in urban slums in Liberia is likely to be an ongoing challenge as rural–urban migration continues, population living in urban slums in Liberia was reported at 70.3 % (World Bank, 2018). The high cost of shelter in cities frequently forces the urban poor to illegally occupy marginal land and many poor men and women work in the informal sector with little or no skills and fewer opportunities to improve their livelihood.

**Context:** In Greater Monrovia, there is a link between the places of residence and the places of work or business for poor families living in slums, with most too poor to afford the costs of transportation and hence live within walking distance of their work and market places. In most cases, the women of these families have to juggle their roles as mothers and as breadwinners, with most women are working in the informal sector in roles such as maids, petty traders, vegetable vendors and daily hire workers. Financial resources are frequently limited or non-existent, especially in the event of illness or the death of a working male in the household, which causes a precipitous fall in income.

In most cases, formal banking institutions close their doors to these slum dwellers due to lack of collateral, as they have virtually no assets or security of employment. In most cases, the need for lump-sum payments frequently arises in response to illness, school expenses of children, the purchase of food rations or the need to repair dwellings which slum dwellers cannot afford.

In urban slum, moneylenders are always on hand, but they charge extortionate rates of interest, the seasonality and uncertainty of employment for the urban poor increases their dependence upon these informal sources of credit which have left most females as debtors and in some cases have to flee their home or residences because they are unable to pay the exorbitant rates of interest on their loans.

### **Some related vulnerabilities among urban poor woman**

- illiteracy, lack of education and information on issues (beyond their direct experience)
- lack of awareness of different government policy, schemes and programs
- incapability of raising and absorbing loans as victims from formal sector credit institutions (due to bureaucracy – no collateral or access to land)
- lacks skills and business grant for improve livelihood
- Victim/fear of domestic violence

### **Recommendations**

- 1) Provide vocational training (toolkits) and literacy and numeracy skills for women, including safe space for their babies/kids while in training.
- 2) Support savings group members to establish women engagement groups and provide saving groups and training and awareness support on different policy and laws.
- 3) Provide seed grant to female small business holders and entrepreneurs as well as a grants to start-up the business, following the livelihood and business skills training.

**Timeline:** 18 months



## TOWARDS A TRANSFORMATIVE AGENDA

Foundational changes need support mechanisms to achieve the desired outcomes. The UDS outlines the strategic actions required to address the problems outlined. These activities are fundamental to the successful delivery of the goals and objectives outlined in previous chapters, and provide the strategic direction and a trajectory of how Greater Monrovia will become a resilient and sustainable region. Aligned with national and local interventions, these strategic actions create synergies and link the UDS to a comprehensive development agenda for the Greater Monrovia Urban Area.

### 5.1.6 Greater Leadership and Better Systems

**Problem Statement 1: Lack of alignment and coordination between various LGAs and national government structures results in disincentive to investment**

- **Strategy 1:** Convene roundtable discussions with MCC, PCC, Townships as well as the MIA (represented by the Deputy Minister for Urban Affairs and the Superintendent of Montserrado County to discuss coordination, with a specific focus on updating the Service Delivery MOUs signed between MCC and the Greater Monrovia LGAs).
  - **Strategy 2:** Host monthly Leadership Series with Mayors and Township Commissioners around the issues of Governance
- 

**Problem Statement 2: Urban and territorial disparities within and among the LGAs hinders development**

- **Strategy 1:** Conduct an analysis and boundary harmonization of Greater Monrovia LGAs and develop a comprehensive spatial map outlining the metes and bounds of each administrative subdivision.
  - **Strategy 2:** Develop formal Cooperative Agreements between LGAs once boundaries have been harmonized and demarcated.
- 

**Problem Statement 3: Limited human resource capacity within the LGA structure to effectively plan and manage their respective locales**

- **Strategy 1:** Institute a comprehensive training program for senior, upper and medium level management in disciplines including: leadership development, urban planning, financial management, community development, human resource development
  - **Strategy 2:** Work with academic institutions to develop degree programs in urban planning and local governance, as well as certificate programs in strategic planning, GIS, land information systems and other disciplines that support urban planning and development
- 

**Problem Statement 4: The pace of planning does not respond to the rate of the region's growth**

- **Strategy 1:** Review the existing urban planning related legislations, policies and guidelines, and provide recommendations on development controls required to support sustainable urban planning
  - **Strategy 2:** Revise the existing Zoning Law to adequately respond to current planning trends incorporating regulations for all Greater Monrovia LGAs
  - **Strategy 3:** Develop a land expansion plan for Greater Monrovia
- 

**Problem Statement 5: Lack of a comprehensive land information system and land data results in tenure insecurity and limits access to land for future development**

- **Strategy 1:** Coordinate with the LLA in the development of a comprehensive LIS to include the development of data repository to enable seamless data sharing across various platforms
-

- **Strategy 2:** Develop GIS laboratories at both MCC and PCC (including equipment and training) to enable municipal staff to access and use land data for urban planning
- 

### 5.1.7 Greater Growth and Equity

**Problem Statement 1: Limited financial autonomy, largely attributed to the lack of fiscal autonomy, hinders development in LGAs**

- **Strategy 1:** Accelerate the implementation of the Local Government Act of 2018 that authorizes local authorities to manage their financial systems and obtain fiscal autonomy, thus improving accountability and transparency in LGA public financial management.
  - **Strategy 2:** Explore potential own source revenue sources and revenue generation levers, to generate municipal capital and address the challenges of unpredictable and insufficient intergovernmental transfers, the lack of which hinder local operations
- 

**Problem Statement 2: LGAs have limited financial management capacities**

- **Strategy 1:** Develop a comprehensive training plan for professional municipal workforce to build both technical and practical skills that capacitate staff to establish accelerate financial profiles by establishing new and innovative borrowing mechanisms and long-term capital formation through non-existent access to private capital to drive economic transformation in Greater Monrovia
  - **Strategy 2:** Implement a structured approach for donor engagement and partnership to leverage resources and increase the overall impacts of their partnerships
- 

**Problem Statement 3: LGAs have limited financial expertise and lack strategy to provide economic opportunities to citizens**

- **Strategy 1:** Conduct a study and draft an Economic Development Plan that identifies potential investment opportunities for both individual and local economic empowerment
  - **Strategy 2:** PCC and MCC, as the drivers of commerce, in the region, should simplify their investment processes and become more competitive by improving the process of doing business
  - **Strategy 3:** Institutionalize gender and socially inclusive responsive budgeting to ensure that interventions developed and implemented equitably target and benefit all demographic groups
- 

### 5.1.8 Greater Green and Climate Resilience

**Problem Statement 1: LGA's lack enabling legislation (laws, policies, frameworks etc.) and resources (human and technical) to effectively address environmental challenges, and mitigate/offset impacts of climate change**

- **Strategy 1:** Update city laws, charters and ordinances to incorporate environmental considerations into planning and management processes
  - **Strategy 2:** Develop and implement comprehensive training package for LGA's on environmental safeguards and issues affecting cities and townships
  - **Strategy 3:** Provide adequate logistics to support LGAs to effectively monitor and enforce development controls including zoning and natural resource management
- 

**Problem Statement 2: Absence of functional and integrated land database, and information system to facilitate decision making for planning and managing urban growth**

- **Strategy 1:** Develop a comprehensive land cadastre for Greater Monrovia

- **Strategy 2:** Establish an integrated digital information management system to address issues such as: land documentation and registration, speculative occupation, land rights etc. within the Greater Monrovia Urban Area

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**Problem Statement 3: LGA's lack responsive measures to control economic growth which has negatively affected environmental assets such as wetlands, river systems, ecosystems etc.**

- **Strategy 1:** Develop integrated land use plans for LGA's with the aim of establishing development controls and managing urban sprawl
  - **Strategy 2:** Identify 2 (two) large tracks of land (in growth corridors) within Greater Monrovia for informal settlement relocation
  - **Strategy3:** Develop a Climate Change Response Strategy for Greater Monrovia to include environmental and disaster risk management plans
- 

**Problem Statement 4: LGA's lack adequate amenities to promote and support the overall well-being, vitality and livelihood of citizens**

- **Strategy 1:** Identify community greenspaces in Urban Monrovia and select sites to build at least one park in each LGA
  - **Strategy 2:** Conduct a waterfront re-development study for selected corridors in the urban area, to conserve waterfronts and wetland ecosystems, spur economic growth and tourism
- 

**Problem Statement 5: Inadequate empirical and evidenced based research within LGA's structure to facilitate the inclusion of environmental considerations into planning and management**

- **Strategy 1:** Conduct consultative meetings with LGA's and citizens on the environment, and solicit feedback on measures to address the myriad of environmental issues and concerns
  - **Strategy 2:** Conduct knowledge-based research on environment and climate change issues in urban communities
- 

#### 5.1.9 Greater Reach and Quality

**Problem Statement 1: Limited Capacity within LGAs to sustainably manage solid waste**

- **Strategy 1:** Develop programs for value addition to waste
  - **Strategy 2:** Develop waste composting programs for energy use and agricultural initiatives
  - **Strategy 3:** Strengthen capacity of LGAs to efficient manage waste collection and disposal
  - **Strategy 4:** Leverage LGAs' partnership with CBEs to enhance and expand primary waste collection
  - **Strategy 5:** Conduct public awareness around environmentally sustainable waste disposal at the neighborhood level
- 

**Problem Statement 2: Weak primary and secondary education systems that cannot address issues of limited access, poor infrastructure and instructional deficiencies**

- **Strategy 1:** Construct community libraries focusing on STEM
  - **Strategy 2:** Recruit, train and retain trained teachers at primary and secondary levels
  - **Strategy 3:** Standardize school infrastructure to improve teaching and learning environment
  - **Strategy 4:** Revise educational curriculum to align with global best practices and prepare students for the 21<sup>st</sup> century workforce
- 

**Problem Statement 3: Inadequate and poor public transportation infrastructure hinders development**

- **Strategy 1:** Design, build and operate public transport terminals (7) in Greater Monrovia
  - **Strategy 2:** Construct overpasses/underpasses at critical intersections
-

- **Strategy 3:** Install traffic signals at critical intersections
  - **Strategy 4:** Provide regular and routine maintenance of public roads (prior to and after rainy season)
  - **Strategy 5:** Erect traffic barriers at critical segments of public roads to reduce congestion, travelling time and improve road safety
- 

Problem Statement 4: **Lack of an efficient public transport management plan limits connectivity**

- **Strategy 1:** Revise street and roadway design standards
  - **Strategy 2:** Develop and execute a public transport routing system for the region
  - **Strategy 3:** Develop appropriate policy for the movement of tricycles and motorcycles on public roads
  - **Strategy 4:** Enforce regulatory standards for safety on public roads
- 

Problem Statement 5: **Limited affordable housing and slum upgrading programs exacerbate the proliferation of slums and informal settlements in Greater Monrovia**

- **Strategy 1:** Introduce and support a diversified, incremental housing solution approach
  - **Strategy 2:** Develop specific policies or legislation to regulate housing development in Liberian cities
  - **Strategy 3:** Conduct urban relocation and densification studies to determine high-risk areas for relocation and areas for urban densification and expansion
  - **Strategy 4:** Implement maintenance and sanitation initiatives (drainage, sanitation, solid waste management, etc.) in slum communities, with links to livelihood development
- 

Problem Statement 6: **Limited capacity and investment in psychosocial services**

- **Strategy 1:** Construct and operate district rehabilitation centers
  - **Strategy 2:** Recruit, train and retain health workers providing psychosocial services
  - **Strategy 3:** Develop and implement substance abuse prevention, control and management programs in schools and communities
  - **Strategy 4:** Enforce regulatory standards on drug safety, sale and use
- 

#### 5.1.10 Greater Participation and Empowerment

Problem Statement 1: **Vulnerable citizens including the urban poor, women, and disabled, in particular experience socio-cultural discrimination and limited awareness about their rights because of low literacy**

- **Strategy 1:** Promote behavior change through active engagement, dialogue, and interpersonal communication activities with vulnerable groups including women and the disabled
  - **Strategy 2:** Create financing programs that allow women equitable access to financing
  - **Strategy 3:** Develop specific capacity development of women's groups to strengthen their effectiveness in leadership and decision making
  - **Strategy 4:** Develop an accelerated incentive framework to improve the urban poor's earning potential in order to enhance productivity and reduce poverty in the urban area
- 

Problem Statement 2: **Women are unprotected in urban spaces**

- **Strategy 1:** Implement a Women's Audit Safety Process in Greater Monrovia
- **Strategy 2:** Incorporated gender mainstreaming in urban policy through a two-track strategy of systemization of policy measures for women, and in-depth gender analysis
- **Strategy 3:** Engage established community structures to get their views on how to improve women's security and provide mechanisms to improve safety for women

- **Strategy 4:** Work with community members to conduct public awareness campaign and raise awareness by building support and mobilizing key stakeholders to work to reduce and prevent violence and the threat of violence against women and girls (VAWG) in public spaces
- 

Problem Statement 3: **Women are under-represented in local governance and decision making**

- **Strategy 1:** Adopt laws and/or policies that require equitable representation of women on decision-making bodies
  - **Strategy 2:** Introduce gender quotas as transitional mechanisms while developing to the point where a gender balance in political leadership can be achieved and sustained
  - **Strategy 3:** Develop initiatives focusing on the local level, mobilizing women to take political mandates in their own communities
- 

Problem Statement: **Limited opportunities for active citizen engagement with the government**

- **Strategy 1:** Create a platform for active participation and engagement of government for accountability to its citizens such as a Citizens Forum which could convene monthly with local authorities and community members
- **Strategy 2:** Create an enabling environment for citizens to access and afford information and data on initiatives and projects ongoing in their communities





## 6.0 HOW DO WE KNOW GREATER MONROVIA HAS ARRIVED? IMPLEMENTATION

To successfully implement the UDS, it is essential to articulate the fundamental steps that must be in place towards this end. This chapter outlines the implementation approach, defines roles and responsibilities of key stakeholders, and proposes the organizational management, monitoring and evaluation processes to successfully implement the UDS.

However, while it is important to start implementation, note that the UDS is not designed as a rigid plan, but may be altered during strategic reviews. Long-term urban development is not so much about resources, but about intent and focus as well as the leadership required to act with a collective vision towards agreed outcomes.

The UDS, through its vision and strategic objectives provides direction for longer-term planning and progression in Greater Monrovia. The UDS serves as a reference point and guide for the region to catalyze short-term actions and collaboration towards long-term change and transformation. The emphasis is on the strategic mechanisms to “achieve a resilient and inclusive society” today, rather than what we plan to do at some point on the horizon.

### IMPLEMENTATION APPROACH

The UDS implementation framework is informed by the following principles to guide implementation:

- ☐ The UDS is not a “stand-alone” strategy but should be mainstreamed and included in all Greater Monrovia planning initiatives
- ☐ The UDS should inform the strategies, policies and programs of the Greater Monrovia LGAs
- ☐ The UDS should inform the PAPD and related national development agendas

- ☐ The UDS is a living document, and will be updated and refined with successive cycles of further alignment, implementation and review
- ☐ The UDS should be performance or delivery-focused
- ☐ The UDS should support new ways of thinking, address complex urban challenges and implement innovative solutions
- ☐ The UDS should support progressive movement and, as needed, stepped changes towards achieving the KUKATONO vision and strategic objectives
- ☐ The implementation of the UDS should strive to continue to align with the PAPD and its implementation
- ☐ Implementation of the UDS should be collaborative, coordinated and sustained
- ☐ The UDS implementation should involve external stakeholders
- ☐ The implementation of the UDS should start with a few key projects, and build and expand
- ☐ There should be consideration of, and preparation for, 'bigger' projects and levers, i.e. those key interventions that will make the biggest impact on achieving the KUKATONO vision and UDS strategic objectives
- ☐ The implementation of the UDS should be monitored and reviewed using current Greater Monrovia intergovernmental and other governance structures, forums, committees, and transversal and other processes
- ☐ The Mayors and Commissioners should champion of the implementation of the UDS.

## ROLES AND RESPONSIBILITIES

As an action-oriented process, the strategy will be developed and sustained through participation of stakeholders at the national, community and local government levels. It will seek to promote equitable growth in the Greater Monrovia Metropolitan Area to improve the quality of life for all citizens and is rooted in collaboration based on a common vision and a shared agenda. However, each of the stakeholders has a different role depending on their functions, mandate and power. Stakeholders have been clustered into four broad groups, namely the public sector (national and local government), the private sector, community and development partners.

The table below outlines the primary role of each of these groups, for each of the five dimensions of the Greater Monrovia Metropolitan Area strategy. The roles detailed in the table are not meant to be prescriptive; they are intended to provide high-level direction to stakeholders as to the opportunities for engagement and priorities for resource allocation.

Kukatono Strategic Objectives	Public Sector	Private Sector	Community	Donor Partners
<b>Greater Leadership and Better Systems</b>	Promote and sustain an environment that supports good governance and coordinates the various government actors	Develop public-private partnerships to promote and enhance governance	Maintain engagement with leadership and increase participation in decision making	Provide funding in support of projects and initiatives government budgets cannot support
<b>Greater Growth and Equity</b>	Create a healthy investment climate	Access to foreign sources of capital and fostering business competitiveness	Give scale to policies and success through acceptance and adherence.	Support partner-country's investment promotion plan

<b>Greater Green and Climate Resilience</b>	Enhance service delivery and promote sustainable practices	Promote partnerships to increase value addition	Practice safe and sustainable practices, promote environmental stewardship	Support and fund environmental projects and initiatives
<b>Greater Reach and Quality</b>	Promote equitable and affordable service delivery	Foster and strengthen partnerships with municipal governments	Support service delivery through payments	Provide technical assistance capacity development and funding to enhance service delivery
<b>Greater Participation and Empowerment</b>	Create legislations to support a rights-oriented society, carry out civic education and citizen education and awareness programs.	Participate in the establishment of enduring compacts for equality and a sustainable future.	Promote active citizenship through collaborative partnerships	Provide technical and financial support to civic education, development & implementation of citizen rights legislations

## INSTITUTIONAL ARRANGEMENTS

**KUKATONO** is not a static blueprint, but rather a guide to action and a living document. As stakeholders work towards the goals outlined in the vision, the lessons drawn from implementation and experimentation will inform the updating of the vision in action. Also, as challenges are tackled, new challenges will emerge, calling for ongoing innovation and experimentation.

All these efforts need to be coordinated. Local governments will work to mitigate the fundamental challenges of limited capacity, lack of coordination and duplication of efforts and will align and integrate the **KUKATONO** strategy with their respective strategic objectives. The aligned one outcome vision and strategy: **KUKATONO “We are One”**, and agenda promoting progressive and inclusive economic development, forms the over-arching vision and strategy framework for the Greater Monrovia Urban Development Strategy.

However, understanding that each stakeholder has its own interests and objectives, the Strategy seeks to establish high-level directions to stakeholders, as well as present opportunities for engagement and priorities for resource allocation, all of this with the purpose of successfully implementing the Strategy. The following section offers an assessment of the LGA's administrative structure which will be followed by a management proposal for the implementation of the Strategy.

### 6.1.1 LGA Assessment

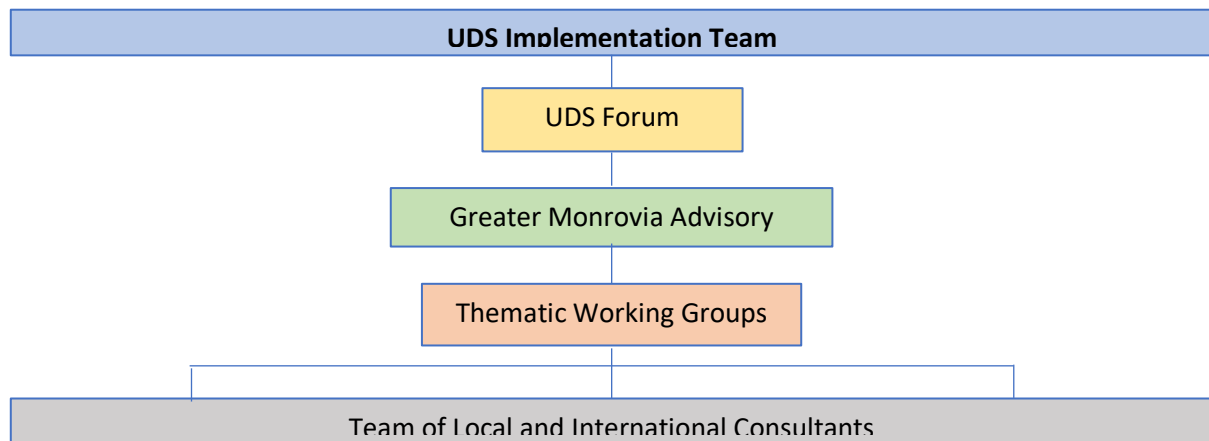
LGAs should ideally lead the management of the UDS, and an assessment of their readiness to implement the UDS found the following:

- ☐ Implementation of plans is often conditioned by the availability of resources
- ☐ Development of institutional human resource capacity is critical
- ☐ Institutional coordination needs to be strengthened
- ☐ Challenges include: water, sanitation, solid waste management and public space availability
- ☐ Proficiency and efficiency of technical staff needs to be further increased
- ☐ The annual budget, human resources and equipment of LGAs is very limited

- ❑ Vulnerable groups, such as urban poor, women, the elder, children and youth, ethnic minorities, disabled people, etc. are not included/represented in decision-making processes

### 6.1.2 Organizational Management

The implementation framework for the Greater Monrovia Strategy proposes a three-tier management structure supported by local expert consultants. At the top, the UDS forum is a multi-sectoral platform of key stakeholders including the LGAs, MIA, CA Implementing Partners and Donors. The current City Forums should be institutionalized and mainstreamed as the coordinating body for the UDS implementation. The second tier is the Greater Monrovia Advisory Committee, which will serve as a steering committee providing oversight of the UDS implementation. The final leg comprises the thematic working groups, represented by technical staff from the Cities and LGAs as well as technical experts from National Government. These groups are responsible for the Governed implementation of the UDS. Some of the members of the group will “own the process” while others will be involved as technical competencies are required.



- ❑ The UDS Forum is the collaborative platform needed to efficiently monitor the implementation of the CDS. This forum is tasked with monitoring the governance and creating the synergies required among the key stakeholders. The Forum should be institutionalized as the coordination mechanism of the UDS implementation and should meet monthly to monitor program activities.
  - MCC
  - PCC
  - LGAs
  - MIA
  - MFDP
  - CA
  - Donor Partners
  - CA Implementing Partners
- ❑ The Greater Monrovia Advisory is an oversight committee, proposed to review and make comments on all of the outputs of the UDS thematic working groups as well as provide technical advice as required. The members comprised the designated senior officials of MCC, PCC, Commissioners (up to 3), LGAs, National Government, and external experts (donor partners):
  - MCC
  - PCC
  - LGAs: Gardernesville, Arthington, Mt. Coffee
  - MIA
  - MPW
  - LLA
  - NHA
  - Habitat for Humanity
  - Donor Partners
  - Academia
  - YMCA

- LMA
- ❑ Thematic Working Groups: The thematic groups proposed should include committees representing each of the five dimensions with members including academia, private sector, community members, NGOs/CSOs and the national government (MIA, MPW, LLA): is responsible for the day-to-day execution of the UDS; Members should comprise of technical representatives MCC, PCC and LGAs (no more than 7), National Government (as required for specific projects), identified CA Implementing Partners and key stakeholders as dictated by specific project requirements.
  - MCC
  - PCC
  - LGAs: Westpoint, Garwoloh, Congo Town, Virginia, Johnsonville, New Kru Town and Dixville
  - MIA
  - LLA
  - National Government
  - CA Implementing Partners
- ❑ Local Consultants are recommended to facilitate and provide technical support during implementation. LGA staff, in addition will benefit from capacity building, which will be in parallel to ongoing capacity building activities and can be integrated with them.

## PUBLIC-PRIVATE PLATFORM

When implementing urban development projects, the two most common issues to arise are firstly, financial constraints: local governments often have limited financial resources to cover the costs of these services service delivery challenges: and secondly, insufficient water, sanitation and energy infrastructures in urban areas around the world (especially in developing countries) due to the rapid urbanization. In Greater Montserrado these scenarios are also prevalent and the UDS provides options to mitigate these challenges. There are two primary arrangements that broadly define how projects are funded:

1. Government working with Government and Private Sector working with Private Sector
2. Bringing together both Public and Private Sector through PPP arrangements
  - ❑ Project preparation (to understand scope, cost, etc)
  - ❑ Analysis of different PPP Options
  - ❑ Solicit private sector participation
  - ❑ Establish sustainable partnerships

Several of the key interventions proposed will need to leverage private capital for implementation. These include the capital infrastructure projects, including: transport terminals, green spaces and STEM libraries.

The second option outlined above is proposed for the UDS, with the Mayors and Commissioners as leaders of the process, successful Private Public Partnership (PPP) can be achieved by following basic guidelines from UNDP' Public Private Partnership for the Urban Environment (PPPUE) toolkit<sup>22</sup>. It provides guidance in developing capacities in local governments, businesses and communities to work through PPPs to improve service delivery to the poor:

<sup>22</sup> [Ppp.worldbank.org/public-private-partnership/library/undp-toolkit-pro-poor-municipal-ppps](http://Ppp.worldbank.org/public-private-partnership/library/undp-toolkit-pro-poor-municipal-ppps)



- ❑ **Project preparation:** At this first stage, government (with LGAs as the champions) should assess the infrastructure service within a multidisciplinary team (UDS Advisory). Current system should be evaluated in terms of technological, financial, social, political and legal feasibility.
- ❑ **Analysis of different PPP options:** After the initial assessment stage, the need to explore different PPP options should lead to opening dialogues with a range of potential private partners. Considering third parties in this process is recommended as the main vehicle for developing trust and confidence between the two main parties. Amongst others, the five major types of PPP are service contracts; build-operate-transfer (BOT) contracts; concessions; joint ventures; and community-based provision. The appropriate option should be selected depending on degree of control desired (from public to private); ability of government and private parties to provide desired services; legal frameworks for private investments and regulatory oversight; and availability of financial resources from both parties.
- ❑ **Soliciting private sector participation:** At this stage, procurement process will need to be ensured by the government. Innovation and creativity should be encouraged throughout this whole process and therefore specific end goals are not recommended. “Intellectual property”, return on the investments and compensations are all elements to be taken into account at this stage.
- ❑ **Establishing a durable partnership:** Governments want sustainable projects; therefore, some items should be issued at this stage:



- a) **Resources Commitments** (financial, human and capital) from both sides are required,
- b) **Participation and Transparency:** systems should be clearly outlined and participatory,
- c) **Capacity Building** of all stakeholders is a must (consumers, providers and government adopting frameworks),
- d) **Patience:** Often when projects require substantial institutional change, short time-frames lead to unrealistic expectations and unsustainable solutions,
- e) **Flexibility** in the long-term process is anticipated, due to technology choices, investments plans and priority actions,
- f) **Social responsibility** when knowing that infrastructure services leads to improving citizens lives,
- g) **Environmental Responsibility** of all parties should be agreed upon, keeping in mind “eco-efficient” solutions.

Through PPPs, the advantages of the private sector are dynamism, access to finance, knowledge of technologies, managerial efficiency, and entrepreneurial spirit. Concerning the public sector, the benefits can be social responsibility, environmental awareness, local knowledge, and job generation. The overall purpose of establishing a PPP should be to improve the lives of citizens in urban agglomerations such as Greater Monrovia. The Private-Public Partnerships should be organized thematically and can be followed with the steps mentioned in this section. The Strategy plan proposed can be used as a base for implementing activities of the Private-Public partnerships with a horizon of short, middle and long-term interventions.

## UDS MONITORING AND EVALUATION

The implementation of the UDS will need to be monitored as it progresses. KUKATONO is not designed to be a rigid plan and can be strategically reviewed at all times. The Greater Monrovia UDS should serve as a political and technical reference for the LGAs to catalyze short-term actions and collaborate for long-term development of the region. The Strategy should be used for implementing and managing the Key Transformative Projects proposed.

The following monitoring and evaluation (M&E) framework is proposed, and it is aligned with, and forms part of the Organizational Management proposal described in section 7.1.2 of this chapter. The proposed framework will enable the implementation of the UDS to be monitored at a strategic, administrative and operational level, as well as being able to monitor progress towards the achievement of the UDS goals and the implementation of UDS interventions.

Organizational Management	M&E Role	M&E Focus	Frequency
UDS Forum	Multi-sector coordination and Alignment with Nat'l Initiatives (PAPD, etc)	Strategic alignment Strategic partnerships Coordination	Bi-Monthly (6 times per year)
Greater Monrovia Advisory Committee	Technical advice for project implementation Oversight of the UDS implementation	Monitor implementation UDS Strategic prioritisation Propose interventions Alignment with Local, Regional and National strategies and interventions	Monthly (12 times per year)
Thematic Working Group	Overall implementation of UDS Coordination	Monitor implementation of Strategy goals and objectives Support and direct cross-sector implementation, engagement and solutions Prepare inputs for proposed interventions or action Monitor risk and direct corrective action	Monthly and as needed for project implementation

### 6.1.3 M&E Gender Perspective

Ensuring that a gender sensitivity and a pro-poor approach in a component of monitoring and evaluation is essential. One way is to set up a system of community-based monitoring and evaluation. The UDS proposes that community members are included in the thematic advisory groups. Communities are often involved in making plans, but not in re-visiting and re-adjusting plans. They should be involved in critically assessing the nature of implementation; this is another way of bringing the community together for equitable, collective decision-making. Wherever possible, stakeholders, the poor, disabled, and both women and men, should be involved in identifying results and indicators, and in collecting and analyzing information. For instance, women and men often have different perceptions of gender relations; including gender-based roles and responsibilities, patterns of decision-making, views on how gender relations are changing, and the causes of these changes.

### 6.1.4 M & E Poverty Reduction

Another aspect of M & E is monitoring the effectiveness of poverty reduction as part of the UDS. The process should seek to ascertain if poverty reduction strategies been effective in reducing poverty. The LGAs will have to develop a system to monitor and evaluate this. Key aspects of this system are a poverty monitoring system will need to track key indicators over time and space. This will help to determine the strategy is bringing about change. In addition, the LGAs will have to perform rigorous evaluations to assess the impact of initiatives on poverty. The LGAs may decide to contract an external consultant in the short-term but it is important to build internal capacity as well.



## 7.0 CONCLUSION

Transformations do not happen overnight. They take time, tenacity and paradigm shifting strategies. **KUKATONO** exemplifies the catalyst changes that will drive Greater Monrovia to evolve into a more inclusive, sustainable, resilient and efficient urban area, reshaping the Cities and surrounding LGAs by creating economic opportunities to better the lives of its citizens.

**KUKATONO** has been a participatory effort, entrenched in local involvement and ownership of the process. Ten strategic objectives were each underpinned by its own set of strategies, with early-victory and game-changing interventions designed to enable Greater Monrovia to achieve its goals and the **KUKATONO** vision and strategy.

The Strategy is simple and aims to be achievable. The seven strategic guiding principles were defined in close collaboration with the region's leadership. The key transformative projects were developed in accordance with these guiding principles. To utilize limited resources effectively, strategic planning and prioritization of public investments is more crucial than ever. **KUKATONO** defines the trajectory for Greater Monrovia to create the synergies that will improve coordination and resource allocation.

A set of strategic actions frame each thematic area and tackle the key challenges that must be addressed in order for Greater Monrovia to achieve sustainable urbanization. It provides a plan that is informed by and aligned with national development initiatives and agendas including the Pro-Poor Agenda for Prosperity and Development, and supports the tenets of the National Urban Policy, currently being developed. Together, these projects support the national shift to decentralize governance and provide tools to strengthen the role of local authorities in planning and development, by integrating a strategic development approach and a long-term perspective into their urban planning.

The process will not end with the Strategy, but continues with monitoring its implementation, adjusting and modifying aspects that need to be amended, as well as further refining the roles and responsibilities of stakeholders in the process. It is cardinal that the region's LGAs own the process, and capacity development will also be a key component of this phase. **KUKATONO** will define a management cycle turning the Greater Monrovia Urban Development Strategy vision and strategy into action.

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