

DATE:

October 12, 1982

REPLY TO
ATTN OF:

Amy U. Nolan, Regional Housing Officer, RHUDO/WA

SUBJECT:

Liberia Low-Income Housing 669-0167/HG-002
Trip Report / October 3-8, 1982

TO: The Files

MANW -

FD-700 - 604
UNITED STATES GOVERNMENT

See me on the JH
memorandum

Nov 22 2 15 PM '82

A.I.D.
OFFICE OF HOUSING

I. PURPOSE

To undertake regular project supervision, to review work progress of short-term consultants; and to provide services RHUDO engineer Johnson to review project plans in absence of Mission Engineer.

II. PERSONS CONTACTED

National Housing Authority

- Oscar Quiah, Director
- Tody, Deputy Director - Administration
- Marcus Dahn, Deputy Director - Technical Affairs
- Claudius Jonah, Sanitary Engineer
- Ben O'Connor, Project Manager
- Luis Maldonado -Perez, Clapp & Mayne Management Advisor
- Nerida Delgado, Clapp & Mayne Financial Advisor
- Willard Eastman, PCV Architect
- Lynn Uttal, PCV Architect

USAID Mission

- Lois Richards, Director
- John Peilemeir, Deputy Director
- Frank Korrell, Deputy AA Africa Bureau, West Africa Region
- Fred Hagel, Multisector Officer
- Robert Hackman, Housing Advisor
- Harry Harris, GSO

Short-Term Consultants

- Frank Connors, Financial Management Advisor
- Don Thompson, Training Advisor
- Jim Upchurch, Sites/Services Implementation Advisor

III. ACTIVITIES

Most of this TDY was spent in discussions among Mission staff, RHUDO and short-term consultants to outline a Mission position regarding issues impeding progress on completing and turning over to beneficiaries the first 100 core units in



Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

OPTIONAL FORM NO. 10
(REV. 7-78)
GSA FPMR (41 CFR) 101-11.6
5010-112

New Georgia West and secondly to propose a realistic strategy for implementing the project, given the continued weakness of the National Housing Authority despite a large investment to date of TA.

Issues - Completion of First 100 Core Units

Mission has received from NHA Director Quiah a request for approval to permit NHA to expand the first 100 "core units" to add on a large second room to the core unit and wet-core in order to establish a 20'8"x25'10" "core house". In subsequent discussions with Quiah, he indicated this request resulted from his perception of what would be acceptable to the PRC Government. The letter further requested AID to accept all beneficiaries processed for the first 100 core units, despite many being over income, as NHA had a longstanding commitment to them.

While Mission Director approval is still required, technical staff discussions on these issues recommended a compromise position:

1. to permit completion of front exterior wall with entry door between the core and wetcore providing privacy from the street and addition of floor slab in area between core and wetcore and in front of wetcore as far as existing roof support poles;
2. to accept as eligible beneficiaries for first 100 units only those applicants (head-of-household) with gross monthly incomes up to \$250.00.

This excludes approximately 10% of those on the approved applicant list. The median income survey to be undertaken in October-November will establish a verifiable median income figure for income qualification of applicants for any future core units/serviced plots.

Project Implementation Alternative

The NHA remains very weak as an implementing institution as a result of continued turnover of management, loss of professional staff, poor organization and a poorly trained general staff. The short-term consultants suggested that considerable more investment in TA would be required to turn this around and even then, it would be doubtful whether or not NHA could be much improved given the difficulties presented by the political and economic environment in which it exists.

Given the historical problems of trying to implement this project through the existing NHA organization, discussions among AID technical staff and consultants resulted in a proposal to set up a project implementation

unit on-site using existing warehouse and office facilities. The unit would be responsible for overall project management including assistance to beneficiaries expanding core units; inspection of homeowner construction; management of building materials purchase; warehouse operations and issuance or sales; all project accounting; arranging and monitoring delivery of public services to community; establishing a homeownership and community development association among beneficiaries and in cooperation, with NHSB staff establishing loan collection procedures convenient to the beneficiaries. It was proposed that the unit be leanly staffed with AID-approved NHA personnel and supporting AID technical assistance to establish the organization, operations and staff training for the unit.

The hope of AID technical staff is that the above proposal would permit a vehicle for implementing the New Georgia sub-project as well as giving the NHA the opportunity to participate in the formulation and operation of a model low-cost housing implementation unit which if successful, might serve them in future project.

NHA Staff Training Proposal

Don Thompson completed his training needs assessment of the NHA which included baseline data on all departments (job descriptions, qualification or experience requirements, performance ratio of existing staff) and a proposal and budget for establishing a full staff training program making maximum use of local training resources. The proposal was well received by NHA Director Quiah particularly in that it includes training of Liberian trainers to carry on the program once established. Quiah has asked that AID consider bringing Thompson back to Liberia to implement the program.

AID Project Implementation Strategy

The new USAID Director after a briefing from Mission and RHUDO staff on project progress and issues requested the preparation of an Action Memo setting forth a range of strategy alternatives for funding and implementation of the low-income housing project 669-0167/HG-002. It is assumed that this range may include options to terminate immediately, conclude the project at the end of the existing 5M grant, add additional grant funds, or add a small HIG and TA grant. The various options for reallocation of project funds to emphasize institutional development, training, demonstration project construction or a combination thereof will also be presented. Decision by the Mission Director on an implementation strategy is required to move the project forward.

Review of NGW Sanitary System Plans

RHUDO engineer Johnson reviewed NHA plans and specs for the NGW sanitary system and provided a list of recommendations on infrastructure design to be undertaken with respect to servicing the first 100 units (see attachment). ← not included.

IV. ACTION TO BE TAKEN

National Housing Authority (NHA)

1. Resolution of contract problem holding up further progress on septic tanks in West Point.
2. Undertake revisions to plans and specs and cost estimates on NGW sanitary system as required by AID per RHUDO engineer Johnson recommendations.
3. Preparation of letter of appreciation to the Botswana Housing Corporation (Director Douglas Richardson) for the use of their training officer for 6 weeks in Liberia.

Project Completed Done ↓

USAID

1. Preparation in draft by housing advisor of action memo on project implementation strategy alternatives.
2. Prepare response to Quiah letter on first 100 core unit issues.
3. Take action on Clapp and Mayne contract extension problem.
4. Initiate PIO/T for Mission contracting (local hire) for services of PCV architect Willard Eastman at expiration of Peace Corps Contract.

RHUDO

1. Assist Mission housing advisor in completing final draft of Action Memo referenced above.
2. Undertake preparatory work toward contracting long-term services of training advisor (Don Thompson). — 2/3. Done
3. Advise PRE/HUD of NHSB President Diggs impending U.S. visit and desire to discuss HG borrowing alert to Mission and RHUDO views on HG borrowing.

cc: Robert B. Hackman, USAID/Liberia
Luis Perez Maldonado, NHSB
William Mann, PRE/HUD