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UNITED NATIONS INDUSTRIAL
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ORIGINAL ENGLISH

REPORT OF UNIDO COUNTRY PROGRAMMING MISSION
TO LIBERIA^{1/}

prepared by

the secretariat of UNIDO

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THE
MOUNTAIN
VIEW
SCHOOL

TABLE OF CONTENTS

	<u>Page number</u>
I. Introduction	1
II. Main Considerations	2
III. Continuing Projects	2
IV. Proposed Projects	10
V. Liberian Participation in UNIDO Seminars	16
Table I - Industrial Projects for Inclusion in the Liberia Country Programme 1973-76 plus Special Industrial Services Projects	17
Annex I - List of Contacts Made by the Mission	18

I. Introduction

1. At the invitation of the Government of Liberia transmitted through the Office of the UNDP Resident Representative in Monrovia, a UNIDO Mission visited the country to assist in the preparation of the industrial section of the Liberian Country Programme.
2. The Mission was composed of a UNIDO headquarter staff member, Mr. Howard Smith, Programme Officer, Programme Co-ordination Section, Technical Co-operation Division. Mr. E. Adams, UNDP/UNIDO Project Manager designate of the Agro-Industrial Estates project, and Mr. L. Lukacs, UNDP/UNIDO Industrial Planner, actively participated in the discussions of the Mission. The Mission arrived in Monrovia on 17 March and departed 26 March 1973.
3. The Mission would like to take this opportunity to express its sincere appreciation to the officials of the Government of Liberia with whom it had an opportunity of meeting. The Mission is also most grateful to Mr. C. Campaigne, the UNDP Resident Representative, and other United Nations personnel who generously assisted the Mission. A list of persons contacted is given in Annex I. The information they gave the Mission and the ideas they advanced were of invaluable assistance for the preparation of this report. The report records the results of the discussions in the form of potential requests for technical assistance and/or form of job descriptions for individual experts. This has been done in the belief that this method of presentation reflects in operational terms the Mission's understanding of the conclusions reached at the discussions. It is believed that this format would also facilitate the formulation of the Liberia Country Programme and official requests for technical assistance.
4. This report does not attempt to set out in a definitive form Liberia's needs for technical assistance but rather indicates tentatively the priority needs per se as the basis for the final formulation by the Government of the industry section of its Country Programme. It is understood also that the technical assistance project proposals contained herein are subject to modification when formal requests for assistance are submitted. For that matter, this report does not present any commitment on the part of the Government or of UNIDO.
5. All figures in this report are given in thousands of US dollars.

II. Main Considerations

Throughout its discussions, the Mission stressed that its function was less to advance new proposals than to listen to the ideas and plans of the Government of Liberia and suggest types and modalities for United Nations inputs. It is hoped that this report by listing the various existing ideas and projects will contribute to the preparation of a viable industrial programme for the country. There are indications that the Government of Liberia is interested in giving greater weight to the industrial sector during the course of the Country Programming exercise. This would be a natural development after the Third National Conference on Development Objectives and Strategy since the industrial sector has important employment creation potential. Moreover, such an approach would be in accord with developments in a number of African countries which are already allocating 10 - 12% of their Indicative Planning Figure (IPF) to industry.

III. Continuing Projects

(1) Strengthening of the Liberian Development Corporation

(Interested Ministries: Ministry of Planning and Economic Affairs, and Ministry of Commerce, Industry and Transportation)

In discussions with the Government of Liberia, this project was deemed to have a very high priority. UNDP/UNIDO made available the services of Mr. B. Dansinger, Financial Specialist, for a one-year assignment completed in March 1973. The Industrial Estates Adviser, Mr. E. Adams, has been working closely with the Liberian Development Corporation (LDC) as well as the Ministry of Commerce, Industry and Transportation (MCIT) to which he is attached. The following assistance is understood to be required by the LDC for the period 1974 - 1978:

- (a) General Manager
- (b) Industrial Management/Entrepreneurial
Development Adviser
- (c) Industrial Economist

The Industrial Management/Entrepreneurial Development Adviser would continue the work initiated by Mr. Dansinger in providing advisory management and in-plant consultancy services to industrial plants. A main objective of such advisory services would be to ensure that businesses receiving loans would utilise the capital effectively and continue to function efficiently thereby keeping the default rate within

reasonable limits. These services would consist of advice not only on financial, accounting and management problems but also on technical/ technological problems in specific industrial plants by drawing on UNIDO's expertise in the engineering and metallurgical industries, chemical and building materials industries as well as light and agro-industries. These advisory services would underpin any increased programme of loans for industrial undertakings that might be undertaken by the Government of Liberia possibly drawing on the resources of such institutions as the World Bank. The funds could be channelled to industry through the LDC and Liberian Bank for Industrial Development and Investment. The management expert would also work towards developing the entrepreneurial skills of nationals, in accordance with the Government's Liberianization programme. The evening training programme initiated by Mr. Danzinger should be expanded and upgraded possibly in cooperation with the University of Liberia. This training should have a distinctly practical orientation and be strengthened by the services of a short-term consultant to introduce achievement motivation techniques.

The Industrial Economist would undertake important responsibilities for preparing projects, conducting pre-feasibility studies, project evaluations, market studies etc. The General Manager post might be best filled by someone with an engineering background, so as to add balance to this team of experts and strengthen its impact through the complementarity of their individual skills.

It would also most useful to have a consultant's fund of \$50,000 to provide specialist advice in complex problem areas. Four six-month fellowships could also be provided. For this project to become operational in early January 1974 as scheduled, a project document would have to be prepared as soon as possible. (*)

Cost data

	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>Total</u>
Three advisers	90	90	90	270
4 Fellowships	7.4	7.4	-	14.8
Consultants	10	15	15	40
Total	107.4	112.4	105	324.8

* For a further description of the needs of the LDC, see the LDC Annual Report October 1971 - September 1972 plus the Supplementary Report to December 1972 and the Report of Mr. B. Danzinger, UNIDO Finance Expert, December 1972.

(2) Construction of Rural Industrial Estates

(Ministry of Planning and Economic Affairs, Ministry of Commerce, Industry and Transportation, Ministry of Agriculture, and Liberian Development Corporation)

This high priority programme is considered essential to the development of Liberia in that it is a keystone of the rural development programme. It has the potential to be a very far-reaching programme. The creation of greater employment opportunities as well as scope for increased incomes for farmers and other rural inhabitants would not only raise their standard of living but also hopefully retard the flow of people to urban areas. As the programme was initially conceived, it was intended to mobilize the rural population through farmer's cooperatives to supply the agro-industrial estates in addition to creating a viable alternative to the plantation system and the subsistence farming approach.

The original conception for a programme was based on the construction agro-industrial estates for the processing of agricultural produce. This was embodied in a project document prepared in May 1972 by Mr. E. Adams, the Project Manager designate. Strong support was expressed to the Mission for the agro-industrial estates programme during discussions at the ministerial level in the Ministry of Planning and Economic Affairs, the Ministry of Commerce, Industry and Transportation and the Ministry of Agriculture. A highlight of the Mission was the meeting with Paramount Chief Kollie who expressed great interest in the project on behalf of the people of the Kissy chiefdom at Kolahun.

An IBRD team expressed a preliminary view in November 1972 that "strong support should also be given to proposals being planned with UNIDO assistance for rural small scale agricultural processing estates in the country" (IBRD Aide Memoire Regarding Projects for Industrial Development in Liberia, page 18). The current IBRD Economic Mission expressed an opinion that this was a priority area deserving of further serious study and investigation. Contacts with US/AID indicated there was a willingness to consider channeling resources (advisory services, road building, etc) under existing activities to support this programme. The Commercial Section of the United States Embassy was interested in exploring ways of having private investors participate in the project.

Against this background, the Mission believes the essential problem is to define in a constructive manner how to implement the programme even if some changes in approach and design are indicated. There is some urgency since private investors are now indicating a willingness to assume control of certain components of the programme in the near future. This could upset the economics of the programme resulting in lower cash incomes for the small and medium farmers as well as a set-back for the cooperatives system. The Mission hopes the United Nations system can quickly arrive at a decision on the viability of the programme and, in cooperation with the Government of Liberia, commence actual work on at least one pilot agro-industrial estate before the end of 1973. The currently unused facilities at Kakata could be utilized as a research facility for selected products or alternately a pilot/demonstration plant could be established at Foya/Kolahun.

Certain reservations have recently been expressed in relation to the concept of agro-industrial estates, the supply of agricultural produce, the marketability of end products and the organization of cooperatives. At the suggestion of the Mission, a meeting was convened at UNIDO Headquarters on 16 April to discuss the agro-industrial estates programme. The meeting consisted of the UNDP Resident Representative and representatives of FAO and UNIDO. The consensus was that the programme should be re-designed. Mr. Adams, who was in Vienna for the meeting, was able to draft quickly a programme for the construction of rural industrial estates involving the processing of agricultural products (art palm, citrus, pineapple etc.), an engineering repair shop, an electrical repair shop, an engineering fabrication shop, small rubber processing units and wood-working shop. The Kakata citrus plant would also be reactivated as a research facility for selected food products. Preliminary activities would begin in June 1973 with the Bong country estate and the Lofa country estate scheduled to become fully operational in 1975. The UNDP/UNIDO inputs would be five experts - a Project Manager, Processing Engineering, Mechanical Engineer, Civil Engineer, and Marketing Manager/Account Manager. The Liberian Government counterpart contribution is estimated at \$209,500.

Cost Data

	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>Total</u>
5 Advisers	15	150	60	225

(3) Industrial Planning (Ministry of Planning and Economic Affairs)

The Industrial Planner is part of a United Nations team assisting the Ministry of Planning and Economic Affairs. The Adviser arrived early in 1973 and has already initiated an active programme including important work on a revision of the Investment Incentive Code. The Minister of Planning and Economic Affairs indicated to the Mission that the Industrial Planner would likely be requested to participate in the work of the Concessions Secretariat. The Mission had an opportunity to exchange views and share information with Mr. L. Crozier, Project Manager of the UN/OTC team cooperating in the establishment of the Concessions Secretariat in the Ministry of Finance. Moreover, the Ministry of Commerce, Industry and Transportation indicated its desire that the Industrial Planner's advisory services be available to the Ministry. This is in accord with the Project Document and the Industrial Planner's job description would seem to require an addition along these lines.

The industrial planning and statistics activity in Liberia is relatively underdeveloped in comparison with other sectors. The requirements include regular systematic industrial statistics, establishment and continuous updating of an industrial register as well as detailed information files on individual firms in the form of an industrial directory. An Investors Guide to Liberia is needed and industrial opportunities should be identified and follow-up activities initiated. A central list of industrial projects being undertaken should be compiled and updated while monitoring of the implementation of projects is also deemed essential. These requirements together with the anticipated work with the Concessions Secretariat and the Ministry of Commerce, Industry and Transportation indicate that the function of the Industrial Planner will be upgraded. Additional United Nations resources could well be devoted to industrial planning. Currently the project is approved for two years. The addition of one or two more counterparts would not only be useful but mean fuller advantage will be taken of the opportunity to train Liberians in industrial planning techniques. Two associate experts or volunteers could also make a contribution to the project. While there is a consolidated planning project under consideration, possibly financed by an IDA loan, the Mission would recommend an extension of the Industrial Planning post through 1976 with additional international support in the form of 2 associate experts or volunteers.

Cost data

	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>Total</u>
Industrial Planner	30	30	30	30	120
Associate Experts/Volunteers	-	-	-	-	-

(4) Industrial Implementation and System Analysis

(Ministry of Commerce, Industry and Transportation and Ministry of Planning and Economic Affairs)

While the Ministry of Planning and Economic Affairs has responsibility for industrial planning at the macro-level, the Ministry of Commerce, Industry and Transportation has an important role in promoting industrial development on the project level and monitoring project implementation. The Industrial Planner will be providing advisory services to both ministries but the tasks exceed the capacity of one Industrial Planner even if he is assisted by more counterparts and associate experts or volunteers. In recognition of this situation the Ministry of Commerce, Industry and Transportation in December 1972 requested, through the Ministry of Planning and Economic Affairs, a six month SIS project in industrial implementation and systems analysis to provide for more effective programming and implementation of industrial projects.

SIS Cost data

	<u>1973</u>
One adviser	15

(5) Survey of Industrial Maintenance Facilities and Needs

(Ministry of Commerce, Industry and Transportation)

This project was requested by the Government of Liberia in November 1972 and after endorsement by UNIDO, has been recently approved by UNDP. The purpose of the project is to study the current level of repair and maintenance activities in the country in order to make recommendations for the improvement of these services. Currently this is a serious bottleneck to the development of Liberian industry. The original focus of the project was on small and medium enterprises. The Government has recently emphasized the importance of developing ancillary industries around the large concessions to produce spare parts, undertake repair

work and provide supplies. The consulting firm undertaking this project may be asked to take this matter into account when preparing its recommendations.

SIS Financial Data

Consulting firm

1973

8

(6) Assistance on Rubber Goods Manufacture

(Liberia Development Corporation)

The project started as an investigation into the possibility of making foam rubber from locally produced rubber but was expanded in response to an obvious need for a general investigation of the rubber goods industry and an assessment of the industrial processing of raw Liberian rubber.

This ten day project was carried out in January 1973 and seems to have made a real impact due to the competence of the expert, Mr. J. O'Connell. He put forward a number of recommendations on the development of rubber products, a factory for the manufacture of retread compound, rubber belts for industrial use and a raw rubber processing unit. This approach complements the assistance be^{ing} provided by IBRD/IDA for the rubber rehabilitation programme and the pilot rubber scheme. The Mission had an opportunity to review the state of the Liberian rubber industry with Mr. V. Bodilly, Manager of the Pilot Rubber Scheme Management Unit, Mr. A. Farquharson, Rubber Adviser and Mr. K. Gunawardene, FAO Special Crops Expert. They advised that a Romanian mission recently visited Monrovia to discuss development of the rubber industry.

Further assistance is recommended in the form of a three month SIS project on the establishment of a factory for the manufacture of retread compound and a second factory for the retreading of rubber tires. In view of his qualifications, Mr. O'Connell may be considered for this SIS assignment if it is requested by the Government.

SIS Cost Data

One adviser

1973

15

(7) Standardization and Quality Control

(Ministry of Commerce, Industry and Transportation)

Under this SIS project, Mr. A. Geneidy, was sent to Liberia in July 1972 to assist in developing the Government's institutional structure in the area of standardization and quality. This is essential as foundation for the further expansion of Liberian industry. The expert's initial nine-month assignment was extended recently for an additional month to permit completion of the first phase of the programme of assistance. A major project valued at \$135,050 has been outlined. The main objectives of the project would be the promotion of greater industrial productivity and an increase in the quality of products thereby providing additional protection for Liberian consumers as well as promoting exports. A legislative base for a standard weights and measures/quality control system would be established and a programme to give effect to the standardization, metrification and quality control measures would be designed and implemented. The draft project document is with the Government of Liberia for consideration.

<u>Cost Data</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>Total</u>
Advisers	97.5	105	37.5	240
Fellowships	34.5	2.35		36.85
Equipment	61	13	1	135
Miscellaneous	4	10	10	24
Total	197	190.35	48.5	435.85

(8) Feasibility Study of An Industrial Free Zone

This SIS project was requested in January 1973 and is currently being considered by UNDP headquarters. A consulting firm would undertake preparation of a feasibility study of an industrial free zone at Roberts International Airport or another appropriate location in the country. It is believed that experience gained over the years at the Shannon free zone as well as the more experience gained in places such as Singapore and Mauritius could usefully be applied in Liberia.

SIS Cost Data

	<u>1973</u>
Consulting firm	45

IV. Proposed Projects

(1) Development of Heavy Mineral Beach Sand

(Ministry of Lands and Mines, and Ministry of Commerce, Industry and Transportation)

The Geological Survey of Liberia, assisted by the UN/OTC Mineral Exploration project, has explored and identified certain beach sand heavy mineral occurrences between Monrovia and Marshall. During discussions with the Minister of Lands and Mines, Mr. A.E. Nyema Jones, as well as Mr. W. Walthem of the UN Mineral project and officials of the Ministry of Commerce, Industry and Transportation, the Mission indicated that UNIDO is preparing a programme for heavy mineral beach sand exploitation. In the Gambia, Madagascar and Senegal, UNIDO is undertaking studies directed towards the possible establishment of facilities for the dressing of sands into valuable mineral concentrate products and the further metallurgical processing of the ilmenite concentrate product into titania-rich slag and pig iron. UNIDO would be willing to finance laboratory tests at an independent institution to determine the composition and quality of the Liberian deposits. After further consultations with the UNDP Resident Representative and UNIDO's technical experts, it was agreed that all available documentation should first be examined to determine the advisability of proceeding with eventual laboratory dressing and metallurgical investigations. At the time of writing, no forecast can be made on further assistance by the UN/OTC and/or UNIDO for the industrial development of Liberia's heavy mineral beach sand.

(2) Development of Silica Sand, Clay and Building Materials Industries

(Ministry of Lands and Mines, Ministry of Commerce, Industry and Transportation, and Ministry of Agriculture)

In discussions with Government officials, and personnel of the UN Mineral Exploration project and the UN Assistance to the National Housing Authority project, the Mission was advised of the important work being done on silica sand and clay deposits and efforts to stimulate building industries. A large clay deposit has been identified on Bushroad Island as well as silica sand deposits at other locations. There may be a potential for the exploitation of the silica sand resources including the possibility of manufacturing glass and products requiring a high quartz content such as quartz-iodine headlights. The clay deposits could be used for building materials and might be of such a quality to permit use in porcelain manufacture.

Liberia has extensive forest resources. The German Forestry Mission prepared a forest inventory report in 1968. This as well as other information is being used as the basis for a programme to upgrade the timber industry which is currently based on the export of logs rather than processed timber. A Forest Economist will be part of the Concessions Secretariat project. He will assist in negotiating or re-negotiating forest concession agreements and developing measures to ensure compliance with agreements. Mr. D. Skinner, US Peace Corps Adviser on Forest Products Development, explained to the Mission that the Government has promulgated regulations which will result within five years in the stoppage of the export of logs. A substantial increase in the export of processed forest products is expected. The current IBRD Economic Mission intends to prepare a forecast of future exports. UNDP/FAO assistance is also being provided in the forestry field including the establishment of a Forest Products Research Laboratory. Mr. C. Patel, Project Manager, and Mr. M. White, Timber Engineering Expert, advised the Mission of activities under the National Housing Authority project for the expanded use of wood in houses and other buildings.

A main problem for Liberia at this time is the development of industries which can utilize the natural resources of the country - sand, clay, timber - for domestic consumption and export. At the national level, it is important to encourage the establishment of building materials industries since these will undertake the required development and promotional activities. This is one of the main objectives of the UN/OTC Housing project. Technical inputs are required in a programme to foster such industries and under a Special Industrial Services project, UNIDO is prepared to send two UNIDO staff members from the Industrial Technology Division - one in clay/glass products and another in wood products - to advise on further developmental measures which the Government may want to undertake. Only after the visit of these two UNIDO technicians, planned for the latter half of May, will it be possible to indicate what if any follow-up assistance would be suggested. The estimated cost of the two-man exploratory mission is as follows:

SIS Cost Data
Exploratory Mission

1973
3.5

(3) Pilot Demonstration Plant for Mixing and Bagging of NPK Fertilizers
(Ministry of Agriculture and Ministry of Commerce, Industry and
Transportation)

The Government of Liberia is undertaking a number of programmes to expand agricultural production with the long-term objective of raising the standard of living of farmers and rural inhabitants. The 1972 ILO Report on "Total Involvement: A Strategy for Development" goes into some detail on this matter.

An important way of increasing agricultural output by small and medium farmers would be the promotion of greater use of fertilizers. In 1971 the country's consumption of fertilizers, as estimated by FAO, was N: 1,300 tons, P_2O_5 : 500 tons and K_2O : nil. Presently there are limited transportation, distribution and infrastructural facilities which inhibit the use of fertilizers. Moreover, since fertilizers are purchased in small quantities, prices are excessively high. In such cases there is usually a hidden potential market for fertilizers.

In the Liberia situation UNIDO would not recommend development of fertilizer manufacturing facilities. However, the Acting Minister of Agriculture Mr. L. Russ, reacted favourably to the proposal that the possibility of establishing a pilot demonstration plant for the blending of inputs purchased in bulk be examined. This would have a favourable effect on the delivered price to the farmer, and with improved distribution facilities the currently hidden unsatisfied demand would be met. The plant could have an annual capacity of approximately 10,000 tons. Under the SIS programme, a two-month mission consisting of one expert could be sent to determine the needs and evolve a detailed plan for the establishment of a pilot demonstration blending plant.

SIS Cost Data

One expert

1973

5

(4) Simple Agricultural Tools and Implements

(Ministry of Commerce, Industry and Transportation and Ministry of Agriculture)

The production of simple agricultural tools and implements is another small industrial undertaking which, like the fertilizer blending plant, would contribute to the expansion of agricultural output. The relevant Government officials remarked favourably on the idea of establishing a demonstration pilot engineering workshop for the assembly and local manufacture of simple agricultural tools, animal drawn implements and basic hand operated agricultural machines (threshers, chaff cutters, winnowing fans, plows, harrows, carts) plus repair and maintenance facilities. This activity would have linkage effects in relation to the development programmes for rice, coffee, cocoa, palm, pineapple, citrus etc. The raw materials would essentially be the scrap metal within the country rather than more expensive imported materials. The project would have a three year duration and cost \$131,000. If insufficient IPF funds were available some other the project inputs, including possibly two mobile repair/maintenance units, might be provided under UNIDO voluntary contributions.

Cost Data

	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>Total</u>
Pre-project activity 2 man/months	5			5
Experts Project manager 18 m/m and associate expert 18 m/m	-	15	30	45
Fellowships 4/16 m/m		11		11
Equipment		35	35	70
Total	5	61	65	131

(5) Preparation of an Investor's Guide to Liberia

(Ministry of Planning and Economic Affairs, Ministry of Finance,
and Ministry of Commerce, Industry and Transportation)

A number of countries have launched special programmes to attract foreign investment capital as a means of financing their industrial expansion. The essential first step in a such programme is the preparation of an Investor's Guide to Liberia providing essential information for potential investors including data on industrial incentives and the concessions policy and areas of potential investment. The project would be linked with the work of the Concessions Secretariat and the Industrial Planner.

The Mission would recommend a six-month SIS project designed to prepare an Investor's Guide to Liberia thereby laying the groundwork for an intensive investment promotion programme.

SIS Cost Data

	<u>1973</u>
One adviser	15

(6) Liberian Bank for Industrial Development and Investment

The Mission had an opportunity to discuss the activities of the Liberian Bank for Industrial Development and Investment (LBIDI) with Mr. R. Chellappah, General Manager, and Mr. K. Williams, Project Analysis Officer. The Bank, as indicated in its 1972 Report, intends to further organize itself to respond to wider needs in such sectors as mining, transport, ancillary services within concession areas and agricultural diversification. The Bank is already engaged in a number of interesting projects. For example, the Mission met in the LBIDI offices Mr. A. Gnanan who was exploring the possibilities of establishing a steel roofing plant and garment manufacturing enterprise on a joint venture basis. It was decided that the question of possible UNDP/UNIDO assistance to LBIDI, including its investment promotion activities, should be held over until a later date.

(7) Industrial In-Plant Training
(Ministry of Labour and Youth)

Liberia has launched an ambitious programme to train nationals in essential skills and trades with UNDP/ILO assistance. The Mission was given a description of this programme. In response to queries, the Mission offered to forward to the Ministry of Labour and Youth information on UNIDO's work in the area of industrial in-plant training.

V. Liberian Participation in UNIDO Seminars

The Ministry of Planning and Economic Affairs and the Ministry of Commerce, Industry and Transportation welcomed the suggestion that a Liberian official responsible for technical assistance in the industrial sector participate in the Seminar on UNIDO Operations. UNIDO has already sent the necessary invitation for the next such Seminar which is scheduled for late 1973.

UNIDO would welcome more Liberian participants in other seminars and in-plant training courses held annually for technical specialists in a various industrial fields.

TABLE I Industrial Projects for Inclusion in the Liberia Country Programme 1973-76
Plus Special Industrial Services Projects for 1972
 (US\$ thousands)

Project Title	1973	1974	1975	1976	TOTAL
<u>Continuing Projects</u>					
Strengthening of Liberian Development Corporation	-	107.4	112.4	105	324.8
Rural Industrial Estates	15	150	50	-	205
Industrial Planner	30	30	30	30	120
Industrial Implementation and System Analysis (SIS)	15	-	-	-	15 (SIS)
Survey of Industrial Maintenance Facilities and Needs (SIS)	5	-	-	-	5 (SIS)
Assistance for Rubber Goods Manufacture (SIS)	15	-	-	-	15 (SIS)
Standardisation and Quality Control	-	197	130.35	43.5	435.65
Possibility Study on Industrial Free Zone (SIS)	45	-	-	-	45 (SIS)
<u>Proposed Projects</u>					
Development of Heavy Mineral Beach Sand *					
Development of Silica Sand, Clay and Building Materials Industries - Exploratory Mission (SIS) *	3.5				3.5 (SIS)
Decontamination Plant for Fertilizers (SIS) *	5				5 (SIS)
Multiple Agricultural Tools and Implements	5	61	65		131
Preparation of Investors' Guide for Liberia (SIS)	15				15 (SIS)
TOTAL IFF	50	545.4	457.75	183.5	1,236.65 IFF
TOTAL SIS	106.5				106.5 SIS

* Further assistance and its cost could not be estimated at the time of writing

ANNEX I

LIST OF CONTACTS MADE BY THE MISSION

1. Government of Liberia

Ministry of Planning and Economic Affairs

Hon. D. F. Neal, Minister of Planning and Economic Affairs
Hon. H.W. Yaidoo, Deputy Minister of Planning
Mr. F. O. Gardiner, Assistant Minister of Sectoral Planning
Mr. Philip Gadegbeku, Assistant Minister for Statistics
Mr. F. Cooper, Senior Planning Officer for Transportation
and Communication
Mr. P. Jeffy, Co-ordinator of External Aid

Ministry of Commerce, Industry and Transportation

Hon. W. E. Dennis, Minister of Commerce, Industry and Transportation
Hon. R. M. Morris, Deputy Minister of Commerce, Industry and
Transportation
Mr. Stephen Dunbar, Assistant Minister of Industry
Mr. Nathaniel F. Marsh, Assistant Minister of Transportation
Mrs. Maria Parker, Director of Industrial Administration

Ministry of Finance

Mrs. F. Sirleaf, Assistant Minister of Fiscal Affairs
Mr. D. Moore, Director of General Accounting
Mr. D. MacLay, Account Adviser

Ministry of Lands and Mines

Hon. A. E. Nyema Jones, Minister of Lands and Mines
Mr. C. Holmes, Deputy Minister of Lands and Mines
Mr. J. Carney Johnson, Special Assistant to the Minister

Ministry of Agriculture

Hon. L. Russ, Acting Minister of Agriculture
Mr. N. Bodilly, Manager, Pilot Rubber Scheme
Mr. A. Parquharson, Rubber Adviser

Ministry of Labour and Youth

Hon. H. Brewer, Deputy Minister of Labour and Youth
Mr. V. Kraus, National Director of Basic Crafts, Vocational
and Technical Training

Liberian Development Corporation

Mr. E. Manulu Freeman, Acting General Manager

Liberian Bank for Industrial Development and Investment

Mr. R. Chellappah, General Manager
Mr. K. Williams, Project Analysis Officer

Paramount Chief Kellie, Kissy Chiefdom, Kolahun District,
Upper Lofa County

2. United Nations Development Programme

Mr. C. Campaigne, Resident Representative
Mr. D. A. Thomas, Deputy Resident Representative
Mr. C. N. Coombes, Senior Agricultural Adviser/FAO Country
Representative
Mr. U. George, Programme Officer
Dr. F. W. Mumm von Mallinckrodt, Programme Officer
Mr. S. M. Hussain, Administrative Officer
Mrs. L. M. Abubaker, Administrative Secretary
Miss K. Egger, Administrative Assistant in Charge Registry

3. United Nations Organizations Personnel

i) United Nations Office of Technical Co-operation

Mr. F. Van Os, Senior Economic Adviser
Mr. L. Crozier, Project Manager, Natural Resources Development
Project
Mr. C. Patel, Project Manager, Housing Project
Mr. M. White, Timber Engineering Expert, Housing Project
Mr. V. Veltheim, Officer in Charge, Mineral Exploration Project

ii) United Nations Industrial Development Organisation

Mr. E. Adams, Project Manager designate, Agro-Industrial Estates
Project
Mr. A. Geneidy, Standardization Expert
Mr. L. Lukacs, Industrial Planner

iii) UNCTAD

Mr. M. Shibly, Export Promotion Adviser

iv) ILO

Mr. J. Hull, Labour Administration Adviser

v) FAO

Mr. K. Gunawardene, Special Crops Expert

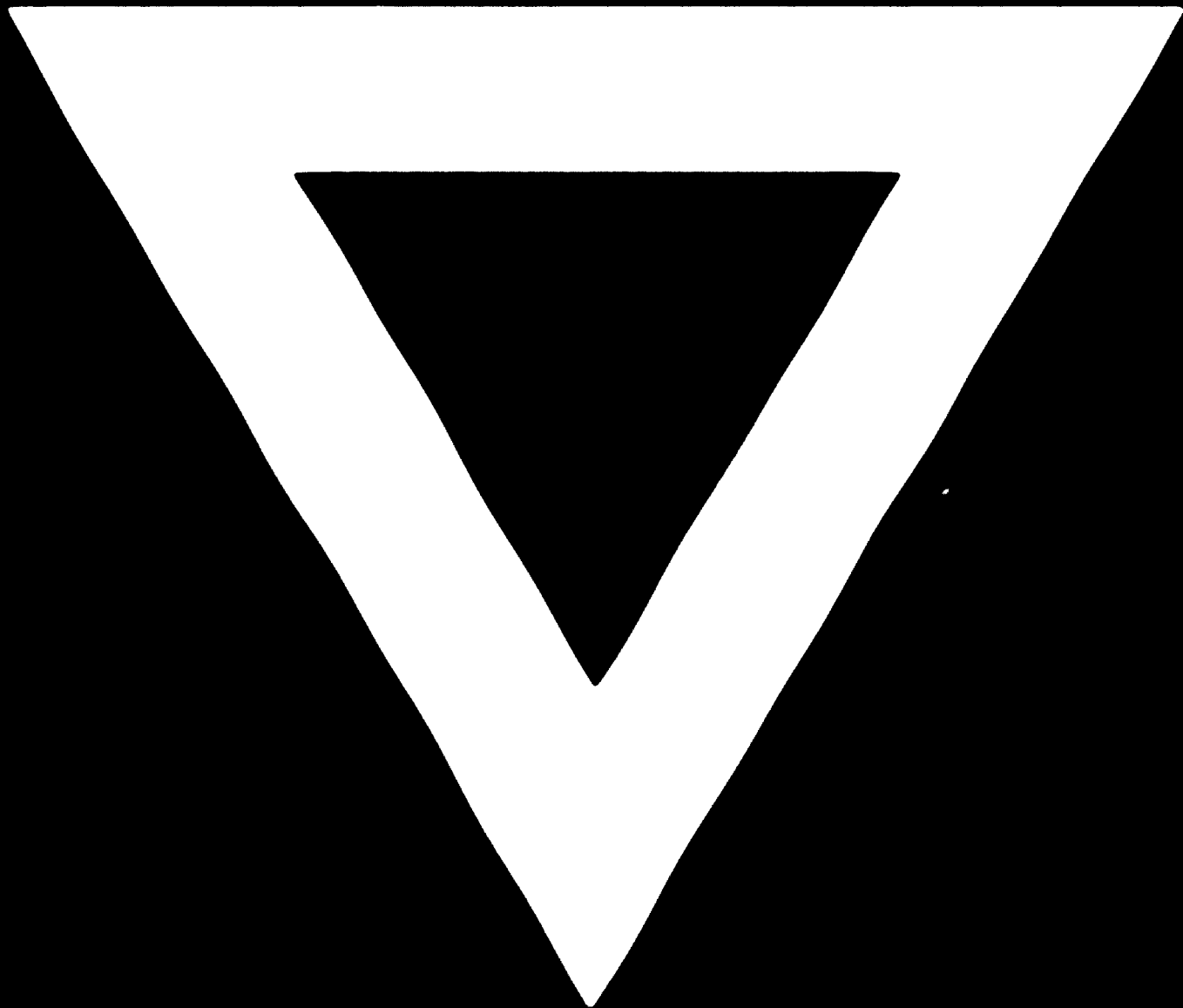
4. International Bank for Reconstruction and Development

Mr. N. Carter, Team Leader, Economic Mission
Mr. E. Anyama, Team Member
Mr. W. Kook, Team Member
Mr. E. Echebeck, Team Member
Mr. K. Takeuchi, Team Member

5. United States Government

Mr. W. Wild, Director, UE/AID
Mr. J. Stewman, Acting Deputy Director, US/AID
Mr. J. Coles, US/AID, Programme Officer
Mr. J. Blight, Commercial Officer, US Embassy
Mr. D. Skinner, Forest Products Adviser, US Peace Corps





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