



LIBERIA NATIONAL
INFRASTRUCTURE
CONFERENCE

REPORT OF THE LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE (2026)

*Theme: “Rebranding and Rebuilding Through
Reconstruction”*

*Held at Jackie's Resort, Ganta City, Nimba County,
Republic of Liberia*

January 19 -23, 2026



Foreword

It is with a profound sense of national pride and strategic optimism that I present this Report of the Liberia National Infrastructure Conference 2026. When we first envisioned this gathering, we sought to create more than just a forum for discussion; we aimed to build a national movement for transformation. Held under the theme "Rebranding and Rebuilding Liberia Through Reconstruction," this conference was a bold declaration that Liberia is ready to move from a narrative of post-conflict fragility to one of proactive, resilient, and inclusive nation-building.

For five days in Ganta City, Nimba County, we brought together the very best of Liberia's technical expertise, the unwavering support of our international partners, the dynamism of our private sector, and the voices of our communities. The energy was palpable, the dialogue candid, and the collective commitment unwavering. We dissected the challenges holding back our energy sector, the maintenance deficits plaguing our roads, the policy gaps in our digital landscape, and the urgent need for spatial planning in our cities. More importantly, we identified the solutions: innovative financing, robust public-private partnerships, climate-resilient design, and above all, the institutional reforms necessary to ensure that every dollar invested delivers maximum impact for the Liberian people.

This document is the definitive record of those deliberations. It synthesizes the keynote addresses, the technical presentations, the panel discussions, and the invaluable contributions from the floor into a coherent and actionable roadmap. It captures our collective findings, our shared resolutions, and a clear Infrastructure Policy Roadmap; specifically for the years 2026-2029. This is not merely a historical account; it is a working tool for policymakers, investors, and implementing agencies. It is the blueprint for how we will translate the ARREST Agenda and subsequent development agendas into the roads, power lines, ports, and digital networks that will define Liberia's future.

I extend my deepest gratitude to His Excellency President Joseph Nyuma Boakai, Sr., for his visionary leadership and for setting the tone with his powerful opening address. I thank our keynote speaker, Hon. Kenneth Gilbert Adjei of Ghana, for his invaluable

regional perspective. To our development partners—the European Union, the African Development Bank, the World Bank, UNDP, and others—your technical and financial solidarity is the bedrock of our shared ambition. To our panelists, presenters, and all 150+ participants, your expertise and passion have filled this Report with its substantive core.

Now, the real work begins. The wisdom contained in these pages must not gather dust on a shelf. It must be taken up by every ministry, every agency, every county, and every partner and turned into shovel-ready projects, sound policies, and transparently managed contracts. This Report is our collective promise to the Liberian people: a commitment to build smarter, to rebuild better, and to forge an infrastructure legacy that will serve generations to come.

Hon. Roland Layfette Giddings

Minister of Public Works

Chairperson, Liberia National Infrastructure Conference 2026

Monrovia, Liberia

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The Ministry of Public Works and the National Organizing Committee of the Liberia National Infrastructure Conference 2026 extend their profound appreciation to all who contributed to the success of this historic event and the production of this Report.

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- **All session moderators, panelists, and presenters**, whose intellectual rigor shaped the quality of the conference outcomes.

- **The Conference Secretariat and Organizing Committee** for their tireless efforts in planning and execution.

This Report is a testament to what we can achieve when we work together with a shared purpose.

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Acronyms and Abbreviations

Acronym	Full Meaning
AfDB	African Development Bank
ARREST	Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism
BIM	Building Information Modeling
CAF	Confederation of African Football
DFI	Development Finance Institution
ECOWAS	Economic Community of West African States
EIA	Environmental Impact Assessment
ESIA	Environmental and Social Impact Assessment
EU	European Union
FIFA	Fédération Internationale de Football Association
GCF	Green Climate Fund
GIS	Geographic Information System
GOL	Government of Liberia
ICT	Information and Communications Technology
IFI	International Financial Institution
IMF	International Monetary Fund
KPIs	Key Performance Indicators
LEC	Liberia Electricity Corporation
LERC	Liberia Electricity Regulatory Commission
LITCON	Liberia Technology Consortium

Acronym	Full Meaning
LLA	Liberia Land Authority
LNIC	Liberia National Infrastructure Conference (2026)
LTA	Liberia Telecommunications Authority
LWSC	Liberia Water and Sewer Corporation
MFDP	Ministry of Finance and Development Planning
MLG	Ministry of Local Government
MMC	Modern Methods of Construction
MoPT	Ministry of Posts and Telecommunications
MPW	Ministry of Public Works
MRU	Mano River Union
NHA	National Housing Authority
NPA	National Port Authority
PPP	Public-Private Partnership
SDGs	Sustainable Development Goals
SOE	State-Owned Enterprise
UNDP	United Nations Development Programme
WAPP	West African Power Pool
WASH	Water, Sanitation, and Hygiene

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EXECUTIVE SUMMARY

Overview of Conference Objectives

The Liberia National Infrastructure Conference (LNIC 2026), held from January 19-23 in Ganta City, Nimba County, was convened as a landmark national forum to address the country's critical infrastructure deficits. With the theme "Rebranding and Rebuilding Liberia Through Reconstruction," the conference aimed to move beyond dialogue to define a unified, actionable vision for the sector. Its primary objectives were to:

- Assess the state of national infrastructure across key sectors.
- Foster a candid national dialogue on challenges and solutions.
- Strengthen institutional coordination and governance.
- Explore innovative financing, including PPPs.
- Integrate climate resilience and social inclusion into planning.
- Translate national priorities into a concrete, bankable roadmap aligned with the ARREST Agenda, Agenda 2063, and the SDGs.

Key Findings Across Sectors

The conference revealed a clear consensus: while pockets of progress exist, Liberia's infrastructure landscape is marked by a legacy of underinvestment, fragmented planning, and a maintenance deficit that threatens existing assets. Key findings include:

- **Spatial & Urban Planning:** The absence of a national spatial development framework and city-specific master plans leads to unplanned growth, land-use conflicts, and costly, inefficient infrastructure delivery.
- **Energy:** The sector's primary bottleneck is no longer just generation, but distribution efficiency, financial sustainability of LEC, and a regulatory environment that must be strengthened to attract private investment.

- **Transport:** With only ~10% of roads paved, the network is fragile. A "maintenance-first" approach, integrated with climate-resilient design and stricter axle-load control, is urgently needed.
- **WASH:** Inadequate services cost Liberia an estimated US\$231million annually (5.3% of GDP). Outdated policies and institutional fragmentation are core barriers.
- **Housing & Social Infrastructure:** Beyond affordable housing delivery, the conference identified the deteriorating condition of Liberia's public buildings as an urgent national concern. Many government offices, schools, clinics, and civic facilities remain in chronic disrepair. A phased national programme for the refurbishing and revitalization of public buildings – supported by a comprehensive asset audit, dedicated maintenance budgets, and PPP models for larger facilities – was identified as a priority investment to restore public confidence and improve service delivery.
- **ICT:** Recognized as core national infrastructure, the sector requires regulatory predictability, infrastructure sharing, and a strategic focus on data sovereignty and expanding fiber-optic connectivity.
- **Climate Resilience & Investment Climate:** Environmental and social safeguards are often treated as afterthoughts, rather than integrated at the design stage, exposing investments to climate risks. A profound consensus emerged that climate risks are systemic and that attracting the necessary investment for resilient infrastructure is contingent on overcoming deep-seated challenges, including corruption, policy inconsistency, and a weak enabling environment.
- **Environment & Solid Waste Management:** Solid waste management remains one of Liberia's most visible and consequential infrastructure failures. A fundamental diagnosis is the absence of a dedicated statutory institution for solid waste management; this responsibility has rested solely with City and Municipal Governments, which have been unable to manage it effectively. The Conference concluded that responsibility must be shifted to a dedicated statutory institution

– either a repositioned and renamed Environmental Protection & Waste Management Agency (EPWMA) or a new Waste Management Agency (WMA) – to deliver sustainable results.

Priority Recommendations

The conference resolved that the Government of Liberia and its partners should prioritize the following:

1. **Institutionalize Planning:** Establish a Bureau of City and Regional Planning and finalize a National Spatial Development Framework to guide all major investments.
2. **Adopt a "Maintenance First" Policy:** Rebalance transport spending to prioritize the preservation of existing assets and reform the National Road Fund and the Ministry of Public Works.
3. **Strengthen PPP & Regulatory Frameworks:** Enhance legal clarity, project preparation, and risk allocation models to crowd-in private capital for energy, transport, and ICT.
4. **Champion Sector Reform:** Finalize the National Energy Policy, establish a dedicated Ministry of Water, National Road Authority, Ministry of National Infrastructure, and enact modern ICT legislation to ensure coherent governance. Additionally, address the critical institutional gap in solid waste management by either repositioning the Environmental Protection Agency (EPA) as the Environmental Protection & Waste Management Agency (EPWMA) with an expanded mandate, or by establishing a new dedicated Waste Management Agency (WMA).
5. **Create an Enabling Environment for Investment:** Tackle corruption, establish a "one-stop-shop" for investors, legislate a long-term national infrastructure master plan, and improve inter-agency coordination.

6. **Invest in Data and Technology:** Mandate the use of geospatial intelligence and digital tools for all public infrastructure projects to improve transparency and efficiency.

Summary of the Infrastructure Policy Roadmap (2026-2029)

The conference defined a three-year actionable roadmap built on the resolutions. Its core pillars are:

- **Pillar 1: Foundational Reforms & Planning (Years 1-2):** Establish key institutions, enact priority legislation (e.g., ICT Act, PPP guidelines), and develop a national project pipeline.
- **Pillar 2: Strategic Investments & Pilots (Years 2-4):** Launch pilot master plans, tender first PPP energy concessions, begin rehabilitation of priority port/rail assets, and roll out a national broadband expansion plan.
- **Pillar 3: Capacity, Sustainability & Enabling Environment (Ongoing):** Build local technical capacity, institutionalize asset management systems, and embed climate and social safeguards in all projects.

Proposed Next Steps

1. **Validation:** Formally validate this Report and its roadmap with all relevant stakeholders.
2. **Cabinet Approval:** Submit the validated Infrastructure Action Plan/Roadmap to the Cabinet for consideration and adoption.
3. **Institutional Ownership:** Assign clear responsibility to lead ministries for each sectoral action point.
4. **Resource Mobilization:** Engage development partners and private investors based on the prioritized project pipeline.
5. **Institutionalize Dialogue:** Convene the National Infrastructure Conference every three (3) years to track progress.

CHAPTER 1: CONFERENCE CONTEXT & NATIONAL DEVELOPMENT FRAMEWORK

1.1 Background to the Liberia National Infrastructure Conference

Liberia stands at a critical juncture, grappling with infrastructure deficits that directly constrain economic growth and social inclusion. The 14-year civil conflict (1989-2003), the Ebola epidemic (2014-2016), and the COVID-19 pandemic (2020-2022) exposed deep vulnerabilities and accelerated the deterioration of national assets. Urban centers like Greater Monrovia face rapid, unplanned growth, while rural communities remain isolated and underserved. In this context, the LNIC 2026 was conceived not merely as a conference, but as a strategic national exercise to take stock, build consensus, and chart a new, resilient path forward. It represented a collective commitment to transition from fragmented, project-based interventions to coordinated, programmatic, and data-driven infrastructure systems.

1.2 Alignment with National, Regional, and Global Agendas

The conference and its outcomes are firmly anchored in Liberia's highest development priorities, ensuring coherence and maximizing impact.

- **The ARREST Agenda for Inclusive Development:** As the Government of Liberia's flagship development strategy, the ARREST Agenda (Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism) places infrastructure at the heart of national transformation. The conference served as a key implementation forum, translating the Agenda's pillars into specific, actionable strategies for road connectivity, sanitation, and enabling infrastructure for agriculture and tourism.
- **Africa's Agenda 2063:** The conference discussions resonated with Agenda 2063's vision of an integrated, prosperous, and peaceful Africa. Deliberations on regional power pools (WAPP), trans-African highway corridors, digital integration, and port modernization directly contribute to goals of continental economic integration and improved connectivity.
- **The Sustainable Development Goals (SDGs):** The multi-sectoral focus of the conference directly supports the achievement of several SDGs, including SDG 6

(Clean Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation, and Infrastructure), SDG 11 (Sustainable Cities and Communities), and SDG 13 (Climate Action).

1.3 Overview of Liberia's Infrastructure Challenges and Opportunities

The conference acknowledged the dual reality of significant challenges and immense opportunities:

- **Challenges:** include a fragile road network with a massive maintenance backlog, low electricity access rates (~33%), high energy costs, unplanned urbanization, inadequate water and sanitation coverage, and a digital divide.
- **Opportunities:** include a youthful population, abundant natural resources, strategic coastal location for trade, growing political will for reform, strong partnership with international donors, and the potential to leapfrog with modern technologies like GIS, BIM, and renewable energy solutions.

1.4 Summary of Participation and Stakeholder Engagement

The conference successfully convened a broad and representative cross-section of Liberia's infrastructure ecosystem. Over **150 participants** engaged actively, including:

- **Government:** His Excellency the President, senior ministers (Public Works, Finance, Mines & Energy, Transport, Posts), heads of agencies (LEC, LWSC, NPA, LLA, LTA), legislators, and county authorities.
- **Development Partners:** The European Union, African Development Bank, UNDP, World Bank, and multiple bilateral embassies.
- **Private Sector:** Local and international firms in construction, energy, ICT, finance, and engineering.
- **Technical Experts:** Engineers, urban planners, architects, and academics from Liberia and the region.
- **Civil Society & Communities:** Representatives from community-based organizations and traditional leaders.

CHAPTER 2: LEGAL, POLICY & FRAMEWORK

2.1 Existing Infrastructure Laws and Regulations

The conference reviewed the existing legal landscape governing infrastructure, noting both foundational instruments and gaps. Key frameworks discussed include:

- **The Public Procurement and Concessions Commission (PPCC) Act:** Governs public contracting and concessions.
- **The Land Rights Act of 2018:** A landmark law providing for customary land ownership and tenure security, which is fundamental for infrastructure siting.
- **Sector-Specific Acts:** Establishing the Liberia Electricity Regulatory Commission (LERC), the Liberia Telecommunications Authority (LTA), the Ministry of Public Works (MPW), the National Road Fund (NRF), the National WASH Commission, the Liberia Waters & Sewers Corporation (LWSC), the National Port Authority (NPA), etc.
- **Environmental Protection & Management Law:** Mandates Environmental and Social Impact Assessments (ESIAs) for major projects.

2.2 Governance and Coordination Mechanisms

A recurring theme was the urgent need to strengthen inter-agency coordination. The current landscape is characterized by fragmented mandates, leading to inefficiencies. For example, road projects by MPW can conflict with water pipes laid by LWSC or power lines by LEC due to a lack of pre-construction consultation. The absence of a central spatial planning authority was identified as a root cause of this poor coordination.

2.3 Role of Public Institutions and Regulators

- **Ministry of Public Works (MPW):** As the central infrastructure ministry, its role in policy, standards, and oversight was affirmed, but its capacity for project management and data-driven planning needs significant strengthening.
- **National Road Fund (NRF):** As the central road maintenance financing institution, its mandate for mobilizing and managing dedicated road user revenues was reaffirmed; however, the Fund continues to face challenges with limited and inconsistent fuel levy remittances, which constrain its financial sustainability, predictability of maintenance funding, and overall effectiveness in supporting the road sector.
- **Sector Regulators (LERC, LTA):** Their critical role in creating a predictable environment for private investment was emphasized. They must be empowered, independent, and adequately resourced.
- **State-Owned Enterprises & Other Agencies (LEC, LWSC, NPA, NRF):** These entities face challenges related to financial viability, operational efficiency, and commercial discipline. Reforms are needed to strengthen their balance sheets and service delivery.

2.4 Reforms Proposed During the Conference

A strong consensus emerged on the need for several institutional and legal reforms:

1. **Establish a Bureau of City and Regional Planning:** An autonomous body under the MPW to lead national spatial planning, zoning, and master planning.
2. **Establish the National Road Authority (NRA) and Reposition the Ministry of Public Works into a Ministry of National Infrastructure:** The Conference participants emphasized the urgent need for structural and institutional reforms across the infrastructure sector to ensure efficiency, sustainability, and improved service delivery.

Participants specifically underscored the importance of **functional separation within the road and broader infrastructure sector**. In this regard, the proposed **National Road Authority (NRA)** would assume primary responsibility for road asset development, delivery, and network management, thereby strengthening technical execution, asset stewardship, and performance accountability in the roads subsector.

Complementing this, there is a compelling need to reposition the Ministry of Public Works into a Ministry of **National Infrastructure (MNI)**. Under the reformed institutional architecture, the Ministry would transition from direct project implementation toward its core sovereign functions as the Government’s central **policy-making, standards-setting, sector coordination, and regulatory authority** for national infrastructure.

The expanded mandate of the proposed Ministry of National Infrastructure would encompass strategic oversight and regulation of multi-modal infrastructure systems, including roads, railways, water supply and sewerage, airports, dams, and other critical national infrastructure assets.

This dual reform – establishing the National Road Authority while transforming the Ministry into a Ministry of National Infrastructure – is essential to:

- clarify institutional mandates and eliminate overlaps;
 - strengthen sector governance and accountability;
 - promote integrated, multi-modal infrastructure planning; and
 - improve efficiency and sustainability in infrastructure service delivery across Liberia.
3. **Establish a Dedicated Railway Authority:** To manage, regulate, and develop the national rail network, moving beyond single-user concession models.
 4. **Create a Ministry of Water:** To provide unified policy direction and coordination for the fragmented WASH sector, moving oversight beyond the LWSC and MPW.

5. **Enact a Modern ICT Act:** To replace outdated legislation, address cybersecurity, data protection, and create a more enabling environment for competition and investment.
6. **Strengthen the National Road Fund:** Legally ring-fence its resources and diversify its revenue base to ensure predictable, long-term maintenance financing.
7. **Legislate a Long-Term National Infrastructure Master Plan:** Develop and legally enshrine a 10-20year plan to ensure policy continuity across political administrations.

2.5 Institutional Capacity Gaps and Solutions

- **Gaps:** Shortage of qualified engineers, planners, and social safeguards specialists; weak project preparation and contract management skills; limited use of data in decision-making.
- **Solutions:**
 - Strengthen partnerships with universities (UL, KNUST) for targeted training and research.
 - Mandate knowledge transfer from international consultants to local counterparts in all projects.
 - Invest in digital tools and management information systems.
 - Support professional licensing and continuous development through bodies like the Liberia Engineering Society.
 - Encourage joint ventures between local and international firms to build local capacity and competitiveness.

CHAPTER 3: SPATIAL DEVELOPMENT & URBAN PLANNING

This chapter synthesizes key presentations from Day 1 by Mr. Winnerford Richards, Mr. Vivian Jones (LMK Geospatial), Mr. Christian Cleon, and Mr. Tom Wesley Korkpor (LLA).

3.1 Land Use Planning and Zoning

The conference unanimously agreed that the absence of a **National Spatial Development Framework** is a critical gap. This has resulted in:

- Fragmented infrastructure investments that do not align with economic or demographic realities.
- Land-use conflicts and inefficient allocation of resources.
- Uncontrolled development in hazard-prone areas (e.g., wetlands, floodplains).
- A call to action was issued for the Government to endorse and resource the creation of a **Bureau of City and Regional Planning** to develop and enforce this framework, along with city-specific zoning ordinances.

3.2 Slum Upgrading and Urban Renewal

The rapid, unplanned growth of Monrovia, particularly in communities like West Point, was highlighted. The conference recommended:

- Moving beyond a reactive approach to a proactive **urban renewal strategy**.
- Using West Point as a pilot for a comprehensive, climate-resilient redevelopment plan, developed in collaboration with international partners and local communities.
- Prioritizing the decongestion of Monrovia by developing regional growth poles with economic incentives (e.g., agricultural processing zones) in county capitals.

3.3 GIS and Geospatial Intelligence

A transformative presentation by LMK Geospatial Services demonstrated how technology can revolutionize infrastructure delivery.

- **Problem:** Infrastructure failures often stem from poor upstream planning based on fragmented or inaccurate data.
- **Solution:** Adopt a "single spatial truth" framework. Mandate the use of high-precision geospatial tools (drone mapping, BIM, Digital Terrain Models) for all major public projects.
- **Outcome:** This enables centimeter-level accuracy for road design, flood risk analysis, property mapping to resolve disputes, and the creation of a **National Infrastructure Data Portal** for real-time monitoring, transparency, and investor confidence.
- **Action Point:** Establish a joint public-private technical working group to align national priorities on geospatial data and integrate these tools into national infrastructure policy and standards.

3.4 Resilient City Development

Building resilience requires planning for climate and environmental risks from the outset.

- Discussions highlighted the need for all master plans to integrate **climate risk assessments**, identifying flood-prone zones and protecting critical ecosystems like mangroves and wetlands.
- This involves using GIS data to inform decisions on where to build and where to prohibit construction.
- The approach must be participatory, engaging communities, the EPA, and other stakeholders in the planning process to ensure long-term sustainability.

3.5 Key Recommendations and Pilot Projects

1. **Endorse and resource the establishment of a Bureau of City and Regional Planning.**
2. **Commission pilot city master plans** for strategic locations (e.g., Ganta, Buchanan, Voinjama) as a first step towards a national framework.

3. **Mandate planning-led development:** Require approved spatial and urban plans as a precondition for all major public infrastructure investments.
4. **Develop a National Infrastructure Data Portal** and pilot its use for monitoring projects in Nimba County.
5. **Conduct a comprehensive geospatial survey** of wetlands and high-risk zones in Greater Monrovia to guide a climate-resilient urban renewal plan for areas like West Point.

CHAPTER 4: HOUSING & SOCIAL INFRASTRUCTURE

This chapter draws from the presentations by Minister Jeror Cole Bangalu (Youth & Sports), Ms. Janet S. Franscois (Renovess), and the panel discussion on affordable housing.

4.1 Affordable Housing Strategies

The panel on affordable housing, moderated by veteran architect Kenneth Yao Awadjie, stressed that affordability is context-specific and requires a paradigm shift.

- **Redefining Affordability:** It is not about large, luxury homes but safe, durable, comfortable, and maintainable living spaces.
- **Practical Solutions:**
 - Promote the use of certified, locally produced building materials to reduce costs and support local industries.
 - Encourage realistic housing designs that minimize long-term maintenance costs.
 - Professional oversight by architects and engineers is non-negotiable to ensure structural safety and compliance with standards.
 - Address land tenure insecurity, as purchasing land from unauthorized sellers is a major risk factor.

4.2 Schools, Health Facilities, Community Infrastructure

Beyond housing, social infrastructure is vital for human capital development.

- **Sports Infrastructure:** Minister Bangalu made a compelling case for modern sports facilities (like a new CAF/FIFA-compliant stadium) as strategic investments for youth development, national pride, and economic growth (sports tourism).
- **Health and Education:** The WASH cost-benefit analysis starkly illustrated the economic and social cost of inadequate facilities in schools and health centers.

The conference called for WASH access to be a mandatory standard in all new public building projects.

4.3 Public Sector Housing Delivery Models

The National Housing Authority (NHA) presented its strategic plan, focusing on a structured, collaborative approach rather than direct construction.

- **Strategic Focus:** Policy formulation, land acquisition, and creating an enabling environment for development.
- **"Sighting Services":** The NHA's role in parcelling land, approving designs, and overseeing site development to ensure orderly growth.
- **Partnerships:** Planned collaboration with groups of registered local investors and commercial banks to finance and develop housing schemes.

4.4 Social Inclusion and Gender Considerations

Inclusive design was a cross-cutting theme.

- **Accessibility:** Infrastructure must be designed from the start to accommodate persons with disabilities, the elderly, women, and children. This requires developing specific national accessibility standards, which are currently lacking.
- **Gender:** WASH interventions were shown to disproportionately benefit women and girls. The conference recommended gender-responsive budgeting and design in all infrastructure sectors.

4.5 Financing Mechanisms

Financing for housing and social infrastructure requires a mix of instruments:

- **Public Budget:** For foundational infrastructure (serviced land, access roads).
- **Private Sector & PPPs:** For housing construction and operation.
- **Development Finance:** Concessional loans and grants for schools, hospitals, and slum upgrading.
- **Mortgage Market Development:** Creating a functional primary and secondary mortgage market to increase homeownership.

4.6 Refurbishing and Revitalization of Public Buildings

The conference recognized the deteriorating state of Liberia’s public buildings as a pressing national concern that directly affects service delivery, government credibility, and the working conditions of public servants. Public buildings across Liberia are widely affected by neglect, poor maintenance, and damage from past conflicts, leaving many facilities unsafe, under-utilized, or abandoned. Weak enforcement of building regulations, limited funding, and governance challenges further hinder effective development and upkeep. Many public buildings – including government ministries, county administration offices, courts, clinics, schools, and other state-owned facilities – remain in a state of chronic disrepair due to decades of underinvestment, conflict-related damage, and inadequate maintenance budgets. This not only undermines the efficiency and dignity of public service delivery, but also signals a lack of institutional seriousness that erodes public confidence.

Key Findings: The conference identified several systemic challenges: (i) the absence of a comprehensive national inventory or asset register of public buildings and facilities; (ii) the lack of dedicated budget lines for preventive maintenance and routine repair; (iii) weak enforcement of building codes and standards in existing government structures; and (iv) inadequate provisions for accessibility, energy efficiency, and climate resilience in older public buildings.

Recommendations: The conference put forward the following recommendations:

- **Conduct a National Public Buildings Audit:** The Ministry of Public Works, in coordination with the General Services Agency (GSA), should undertake a comprehensive audit and condition assessment of all government-owned buildings to assess their condition, usage, and occupancy status, establish a national asset register, prioritize refurbishment, and inform capital budgeting.
- **Establish a Dedicated Public Buildings Refurbishment Programme:** A phased national programme should be developed to refurbish and modernize priority government buildings, beginning with those housing critical public service

functions. The programme should incorporate energy efficiency measures, accessibility standards, and climate-resilient design in all rehabilitation works.

- **Ring-Fence Maintenance Budgets:** The Government should institutionalize dedicated annual budget allocations for the routine maintenance and upkeep of public buildings. Preventive maintenance is significantly more cost-effective than emergency repair and must be treated as a recurrent budgetary priority rather than an afterthought.
- **Explore PPP Models for Public Building Revitalization:** For larger and more complex facilities such as county administration headquarters, civic centers, and government office complexes, the Government should explore public-private partnership models that allow private developers to finance and manage refurbishment in exchange for defined operational rights, while ensuring the Government retains ownership of the assets.
- **Prioritize Heritage and Iconic Government Buildings:** The rehabilitation of Liberia's iconic public structures – including historic government buildings, the Capitol Building, and other landmarks – should be designated as a matter of national pride and identity. These structures serve not only as centers of governance but as symbols of the state's legitimacy, stability, and commitment to its citizens.

CHAPTER 5: ENERGY INFRASTRUCTURE

This chapter consolidates Day 2 presentations from Dr. Sener Salci (AfDB), Mr. Tony Tiyou (Renewables in Africa), as well as the subsequent panel discussions.

5.1 Renewable Energy and Grid Expansion

Liberia's energy mix is currently dominated by hydropower (Mount Coffee), with plans for significant solar expansion.

- **Diversification:** Expanding solar and other renewables is critical for energy security, especially during the dry season when hydro output declines. Projects like the 4.0MW solar plant and 9.4MWh battery energy storage system in Lofa and 9.34MW hydropower in Nimba were cited as positive steps.
- **Grid Modernization:** Transmission and distribution infrastructure must be upgraded alongside generation to reduce technical losses and improve reliability.

5.2 WAPP Integration

Regional integration through the West African Power Pool (WAPP) was recognized as a key strategy for accessing more diverse and reliable power. However, the conference cautioned against over-reliance on imports, emphasizing the need to prioritize self-generation capacity to ensure national energy security and sovereignty.

5.3 Energy Compact 2030 (Mission 300)

The Liberia Energy Compact aims to provide 75% access to affordable, reliable, and sustainable electricity by 2030. Achieving this requires an estimated USD 1.29 billion in investment by 2030.

- The conference validated the Compact's multi-pillar strategy: expanding infrastructure, regional integration, private sector participation, and utility financial viability.
- The critical role of LEC as a creditworthy off-taker was emphasized. Reducing technical and commercial losses is a prerequisite for attracting private capital.

5.4 PPPs and Private Investment

PPPs were identified as a central mechanism for mobilizing the capital needed for Mission 2030. Key conditions for success include:

- **Bankable Projects:** Clear scope, credible revenue models (transparent tariffs, targeted subsidies), and measurable KPIs (loss reduction, new connections).
- **Regulatory Stability:** A predictable legal and contractual framework, with strong, independent regulators like the LERC.
- **Risk Allocation:** Government must assume political and legal risks, while private operators manage operational efficiency. Guarantees and blended finance can de-risk early-stage investments.

5.5 Regulatory Support and Concessions

- **Energy Concessions:** Structured concessions for distribution zones, mini-grids, or corridor systems were presented as practical tools for introducing management discipline and private capital. A 12-18 month "Concession Readiness Plan" was proposed.
- **Domestic Investment:** The conference explored mobilizing domestic capital (pension funds, industrial co-investors) through well-structured Special Purpose Vehicles (SPVs) and blended finance.
- **Policy Clarity:** The revised National Energy Policy and National Energy Master Plan must be finalized to provide clear direction to investors and coordinate sector development.

CHAPTER 6: TRANSPORT INFRASTRUCTURE

This chapter synthesizes Day 3 discussions on roads and Day 4 on ports and rail, drawing from presentations by Prof. Charles Adams, Engr. Kaustella Sarsih, Engr. Dr. Bola Mudasiru, the Ministry of Transport, the National Port Authority, and other discussants.

6.1 Roads and Bridges

- **Current State:** Of Liberia's 13,026 km road network (MPW 2019 Road Inventory Survey), only about 10% is paved. The network is fragile, with a massive maintenance backlog.
- **"Maintenance First" Policy:** A resounding consensus was the need to prioritize preventive and routine maintenance to protect existing assets. This requires predictable financing.
- **Establish the National Road Authority (NRA), Reposition the Ministry of Public Works into a Ministry of National Infrastructure, and Strengthen the National Road Fund (NRF):** Conference participants emphasized the urgent need for coordinated structural and institutional reforms across the infrastructure sector to ensure efficiency, sustainability, and improved service delivery.

Participants specifically underscored the importance of functional separation within the road and broader infrastructure sector. In this regard, the proposed National Road Authority (NRA) would assume primary responsibility for road asset development, delivery, and network management, thereby strengthening technical execution, asset stewardship, and performance accountability in the road subsector.

Complementing this reform, there is a compelling need to reposition the Ministry of Public Works into a Ministry of National Infrastructure (MNI). Under the reformed institutional architecture, the Ministry would transition from direct project implementation toward its core sovereign functions as the Government's central policy-making, standards-setting, sector coordination, and regulatory authority for national infrastructure.

The expanded mandate of the proposed Ministry of National Infrastructure would encompass strategic oversight and regulation of multi-modal infrastructure systems, including roads, railways, water supply and sewerage, airports, dams, and other critical national infrastructure assets.

In parallel, the National Road Fund (NRF) must be strengthened as the sector's dedicated and sustainable financing mechanism. The Fund's resources should be ring-fenced to protect road maintenance financing, while revenue sources should be diversified beyond fuel levies to include, inter alia, vehicle registration fees, road user charges, and toll revenues. A strengthened NRF will ensure predictable funding flows to support the NRA's asset management responsibilities and the broader national infrastructure agenda.

This integrated reform package—establishing the National Road Authority, transforming the Ministry into a Ministry of National Infrastructure, and strengthening the National Road Fund—is essential to:

- clarify institutional mandates and eliminate overlaps;
 - secure sustainable and ring-fenced financing for road maintenance;
 - strengthen sector governance and accountability;
 - promote integrated, multi-modal infrastructure planning; and
 - improve efficiency and long-term sustainability in infrastructure service delivery across Liberia.
- **Climate-Resilient Design:** All road designs must integrate climate risk assessments, improved drainage, and durable materials suitable for Liberia's heavy rainfall. Nature-based solutions should be considered.

6.2 Ports, Rail, and Airports

- **Ports as Economic Gateways:** Liberia's ports (Monrovia, Buchanan, Greenville, Harper) have immense untapped potential. They require significant investment in dredging, quay rehabilitation, and modern equipment to handle larger vessels and increase throughput.

- **Key Opportunity:** Develop the **Nimba Dry Port** to decongest Monrovia, improve logistics for the southeast, and serve transit trade to Guinea and Côte d'Ivoire.
- **Financing:** A phased strategy combining direct government investment, IFI loans, and PPPs for terminal operations (like the successful models in Ghana) is needed.
- **Rail Revitalization:** The rail network, historically tied to mining, requires a new multi-user policy framework. The establishment of a **dedicated Railway Authority** is a priority first step. Future expansion should connect agricultural zones and support regional trade.
- **Airports:** A phased PPP approach was recommended, beginning with terminal and service facility upgrades at Roberts International Airport.

6.3 Traffic Management and Safety

- **Axle Load Control:** Overloaded trucks are a primary cause of road damage. Enforcement must be strengthened through weigh-in-motion systems and stricter penalties.
- **Road Safety:** Safety must be integrated into road design and traffic management plans. Data systems for crash analysis need improvement.

6.4 Rural Accessibility

Rural roads are vital for connecting farmers to markets and communities to services. The conference emphasized the need for low-volume, all-weather road solutions using cost-effective, climate-appropriate materials.

6.5 Climate-Resilient Transport Design

- **Systematic Integration:** Climate vulnerability assessments must be mandatory for all transport projects.
- **Green Financing:** Pursue climate and green financing opportunities (e.g., GCF) to support resilient infrastructure and environmental sustainability.

CHAPTER 7: WATER, SEWER & SANITATION (WASH)

This chapter is based on the powerful cost-benefit analysis presented by Mr. Chuchu K. Selma and the subsequent panel discussion with Hon. Jocelia Taplah, Hon. Mohammed Ali, and others.

7.1 Urban Sewer Systems and Solid Waste Management

- **Massive Underinvestment:** Liberia's sewer systems are largely non-functional or non-existent. An estimated **US\$85 million** is required just to operationalize the system in Monrovia.
- **Sewer System:** Inadequate collection and disposal systems lead to environmental degradation and public health risks. The aging infrastructure (dating to the 1950s-60s) requires a full, climate-resilient reconstruction, not just patchwork repairs.
- **Solid Waste:** Inadequate collection and disposal systems lead to environmental degradation and public health risks. The aging infrastructure (dating to the 1950s-60s) requires full, climate-resilient reconstruction, not just patching. A critical diagnosis underpinning the solid waste crisis is the absence of a dedicated statutory institution exclusively responsible for solid waste management. Responsibility has heretofore rested solely with City and Municipal Governments, which have demonstrably lacked the institutional capacity, technical expertise, and financial resources required to adequately manage the sector. This structural gap has resulted in the chronic failure to deliver sustainable and effective citywide solid waste management services.

7.2 Cost-Benefit of WASH Investment

The headline finding was stark: **Liberia loses an estimated US\$231 million annually (5.3% of GDP)** due to poor WASH access—through healthcare costs, lost productivity, and premature deaths.

- Conversely, achieving basic national WASH coverage would require **~US\$122.7 million per year** and yield **~US\$171 million in annual economic benefits**.

- This makes WASH one of the most cost-effective, pro-poor, and gender-responsive investments available. The vast majority of benefits accrue to women and children.

7.3 Institutional Reforms

The current institutional setup is fragmented and a major barrier to progress.

- **Outdated Policies:** Existing policies are unfit for purpose and require urgent revision.
- **Fragmented Mandates:** Overlapping responsibilities between LWSC, MPW, WASH Commission, and other actors lead to confusion and inefficiency.
- **Proposed Solution:** A strong consensus emerged for the creation of a **dedicated Ministry of Water and Sanitation** to provide unified policy direction, coordination, and accountability. The role of LWSC could then be refocused as a service delivery and regulatory body.

7.4 Key Recommendations and Action Points

1. **Elevate WASH:** Treat WASH as a national economic growth and human capital priority, not just a social service.
2. **Increase and Ring-Fence Budget Allocations:** Shift spending from reactive repairs to planned service expansion.
3. **Enforce Standards:** Mandate WASH access in all new schools, health facilities, and public buildings.
4. **Strengthen Data Systems:** Implement GIS mapping, household coding, and robust monitoring to improve revenue collection (non-revenue water reduction) and asset management.
5. **Mobilize Finance:** Shift from donor dependency to a mix of tariffs, public budgets, and blended finance (including non-grant loans and long-term concessions for well-defined service areas).

CHAPTER 8: INFORMATION, TELECOMMUNICATIONS & DIGITAL TECHNOLOGY (ICT)

This chapter synthesizes the outcomes of Day 2 panel discussions moderated by Cllr. Angelique Weeks and Mr. Henry Benson, with contributions from the Liberia Telecommunications Authority (LTA), the Ministry of Posts and Telecommunications (MoPT), Orange Liberia, and local ICT experts. The discussions were anchored on three thematic sessions: (i) ICT Critical Digital Infrastructure and Innovative Financing for Economic Development; (ii) Enhancing Liberia's Digital Connectivity: From Infrastructure to Impact; and (iii) Enabling ICT Investment for Economic Transformation.

8.1 ICT Critical Digital Infrastructure and Innovative Financing for Economic Development

Telecommunications and ICT infrastructure – such as fiber backbones, undersea cables, and data centers – were unequivocally recognized as core national infrastructure, as critical as roads and energy.

- **Current Gap:** Liberia needs an estimated 1,000 km of additional fiber-optic cable, particularly in the southeast, to achieve meaningful connectivity.
- **Vision:** Nationwide fiber connectivity by 2029, enabling the digitalization of government services (e-Government), e-learning, and e-health.
- **Public Access:** Universal Access Funds must be strategically deployed to connect county referral hospitals and high schools within the next 36 months.
- **Redundant Undersea Fiber Cable:** A second undersea fiber cable is needed to enhance resilience and redundancy. A funding gap of approximately US\$20 million remains to complement the Government's initial US\$25 million commitment. Alternative financing sources should be actively explored to close this gap.

- **Tower Infrastructure and Sharing:** Shared tower infrastructure is critical for reducing deployment costs, accelerating rollout, and enabling affordable services across all regions.
- **Liberia Telecommunications Corporation (LTC/LIBTELCO) Mobile PPP:** The issue of LTC/LIBTELCO Mobile’s unused infrastructure and its viability as a state-owned telecommunications operator was raised. A PPP model – including Build-Operate-Transfer (BOT), co-investment, and concession structures – was proposed as the key mechanism to enhance productivity, attract private investment, and enable efficient utilization of LTC/LIBTELCO Mobile’s assets, including its data center capacity.
- **Government Network Upgrade:** Expand and upgrade **GovNet** into a secure, high-capacity network connecting all Ministries, Agencies, Commissions, and Counties, with redundancy and minimum bandwidth standards to support digital services.
- **National Digital ID Integration:** Accelerate nationwide enrollment and mandate integration of the National ID across all government services, telecom registration, and financial systems to enable seamless e-government access
- **Interoperability Framework:** Establish and enforce a national interoperability platform to enable real-time data exchange across government systems and eliminate siloed operations
- **Public Wi-Fi and Access Points:** Deploy free or subsidized Wi-Fi hotspots in public institutions, including schools, hospitals, and County Service Centers, to increase service adoption.

8.2 Enhancing Liberia’s Digital Connectivity: From Infrastructure to Impact

8.1.2 ICT Infrastructure Financing and Investment

- **Private Investment is Key:** Government funding alone is insufficient. Long-term regulatory predictability is the single most important factor for attracting private capital.

- **Regulatory Reforms:** The LTA is reversing the licensing regime to provide greater incentives and is developing new regulations on quality of service and universal access.
- **State Role:** The state must control critical national assets (like key datasets and the "156" code) to reduce investor dependence on dominant operators and ensure a level playing field.
- **Government Investment in Underserved Areas:** The Government must undertake targeted investments in non-commercially viable areas, particularly rural and underserved regions, to support long-term infrastructure with strong social and future economic returns. PPP structures – including BOT, co-investment, and concession models – should be the primary financing and implementation mechanism to leverage private sector capital and efficiency while maintaining strategic government oversight.
- **Open-Access Backbone Model:** Develop a government-supported open-access national fiber backbone to lower entry barriers and allow multiple operators to lease capacity at regulated rates.
- **National Data Center Commercialization:** Upgrade and position the National Data Center as a shared government and commercial facility to reduce reliance on foreign hosting and retain data locally.
- **Cloud-First Policy:** Adopt a government-wide cloud-first strategy to reduce infrastructure costs, improve scalability, and support rapid deployment of digital services. This should be supported by targeted training and awareness programs for civil servants, alongside a national data governance framework to ensure data protection, safeguard national security, and support local innovation.
- **Targeted Fiscal Incentives:** Introduce tax relief and duty exemptions on telecom equipment and broadband expansion projects tied to rural coverage obligations.

8.3 Enabling ICT Investment and Regulatory Modernization

Reaching underserved rural areas requires a mix of solutions:

- **Hybrid Models:** Combining fiber, satellite, and wireless systems to expand coverage cost-effectively.
- **Infrastructure Sharing:** Preventing anti-competitive behavior by mandating fair access to towers and essential infrastructure owned by major operators.
- **Performance-Based Universal Access Fund:** Link UAF disbursements to measurable outcomes such as the number of connected communities, schools, and health facilities.
- **Community Digital Access Centers:** Establish ICT-enabled community centers in underserved areas to provide internet access, digital services, and training.
- **Satellite Broadband Integration:** Fast-track regulatory and operational frameworks for satellite providers to complement terrestrial infrastructure in hard-to-reach areas.
- **Infrastructure Protection Policy:** Introduce mandatory coordination between road construction projects and telecom operators to prevent fiber damage and service disruptions.

8.4 Digital Economy Opportunities

- **Data Sovereignty:** Liberia must maintain control over its data to protect national security and enable local businesses to innovate and monetize digital resources. A clear national data governance framework is urgently needed.
- **Local Content:** Policies must create enabling conditions for local technology firms, innovators, and value-added service (VAS) providers to thrive and compete in the digital economy.
- **Cybersecurity:** As digital services expand, robust cybersecurity frameworks and data protection laws are non-negotiable to maintain trust and system integrity. A National Computer Emergency Response Team (CERT) should be established to

coordinate national cyber incident response and ensure system integrity across government and critical infrastructure.

- **Digital Public Infrastructure (DPI):** Develop core platforms including digital identity, payment systems, and data exchange layers, as a national shared infrastructure to support innovation and service delivery.
- **National Digital Skills Program:** Launch a structured national digital skills and certification program targeting youth, civil servants, and entrepreneurs to close capacity gaps.
- **Startup and Innovation Support:** Establish funding mechanisms, incubation hubs, and government procurement preferences for local technology firms.
- **National Electronic Payment Integration:** Accelerate implementation of the national payment switch to enable interoperability across banks and mobile money platforms.

8.5 Strategic Outcomes and Way Forward

- **Predictability Over Burdens:** Regulation must balance oversight with an enabling business environment. Overly restrictive rules drive away local investors.
- **Clear Role Division:** Clarify the distinct roles of policy formulation (MoPT) and regulation (LTA).
- **National Branding:** A poor international image deters investment. Liberia must intentionally and consistently market itself as a reliable and attractive ICT investment destination.
- **Data Protection and Cyber Laws:** Fast-track enactment and enforcement of the Data Protection Law, Cybercrime Act, and National ICT Policy to strengthen trust and investor confidence.

8.6 Strategic Outcomes and Way Forward

The conference concluded with a forward-looking consensus on the strategic priorities and actions required to transform Liberia's ICT sector into a genuine driver of inclusive growth and sustainable development. The following outcomes and priorities were defined:

- **National Investment Priorities:** Establish a clear and publicly available list of priority ICT infrastructure projects, with defined public-private roles, investor entry points, and a structured financing roadmap to guide domestic and foreign capital allocation.
- **Digital Services Scale-Up:** Identify and accelerate the expansion of high-impact digital services – including e-government platforms, digital health, and e-learning – aligned with the infrastructure investments being made across sectors.
- **Future-Ready Infrastructure and Policy:** Align all infrastructure development with forward-looking technologies, including 5G, satellite broadband, and cloud computing, supported by modernized and proactive regulatory reforms to avoid obsolescence.
- **Local Participation and PPPs:** Increase the participation of Liberian businesses and professionals in ICT infrastructure delivery by strengthening public-private partnerships and creating procurement incentives and capacity development programs for local firms.
- **Investment Pipeline Development:** Build an investment-ready project pipeline through coordinated infrastructure planning, sound policy frameworks, and targeted capacity development to attract and retain credible long-term investors.
- **Digital Transformation Goal:** Transition Liberia from basic connectivity to a fully integrated digital ecosystem – one that positions ICT as a driver of inclusive economic growth, improved public services, and sustainable national development for all Liberians.

CHAPTER 9: CLIMATE RESILIENCE, GREEN INFRASTRUCTURE & THE PATH TO INVESTMENT

This chapter synthesizes key discussions from across the conference, integrating the foundational principles of climate-resilient design from Day 3 with the in-depth Day 5 deliberations on global partnerships and the multifaceted challenges of attracting investment for sustainable infrastructure.

9.1 The Imperative of Global Partnerships for Climate Resilience

A central and cross-cutting theme of the conference was the recognition that climate risks are systemic and transcend borders. No single entity—government, multilateral bank, or private firm—possesses all the data, knowledge, or capital to tackle climate resilience alone. Building infrastructure that can withstand climate impacts like floods, heatwaves, and sea-level rise requires a collective, collaborative effort. This partnership must encompass governments, multilateral development banks, donors, the private sector, research institutions, NGOs, and local communities.

The conference noted the UN's "Decade of Transportable 2026" as a significant opportunity, expected to bring substantial grant funding for climate adaptation and green growth. Liberia must strategically position itself to capitalize on these and similar global funds by developing a pipeline of bankable, climate-resilient projects that are underpinned by robust data and community engagement.

9.2 Climate Risk Assessments: A Foundational Step

A recurring theme from the technical sessions was that climate resilience must be embedded at the **planning and design stage**, not treated as an afterthought or a compliance checklist.

Systematic Tool: All major infrastructure projects should undergo mandatory climate risk and vulnerability assessments.

GIS for Resilience: Use GIS technology to identify flood-prone zones, erosion-sensitive areas, and coastal vulnerabilities to guide site selection and design from the outset. This data is the bedrock of risk-informed planning.

9.3 Green-Gray Solutions and Nature-Based Approaches

- **Complementary Strategies:** Infrastructure development can and should align with environmental conservation.
- **Nature-Based Solutions:** Examples include protecting mangroves for coastal defense (a "green" solution) rather than solely relying on seawalls ("gray" infrastructure), and integrating sustainable forestry practices into land-use planning.
- **Application in Roads:** Using climate-appropriate, low-cost materials (e.g., soil stabilization) and ensuring robust drainage design are practical examples of building "green-gray" roads.

9.4 Environmental Safeguards

- **ESIAs are Foundational:** Environmental and Social Impact Assessments (ESIAs) are critical planning tools, not donor-driven formalities. They must be conducted rigorously and early in the project lifecycle to inform design and mitigate risks.
- **Enforcement Gap:** Weak enforcement of environmental regulations by regulators and non-compliance by developers are major challenges. This requires stronger institutional capacity for the Environmental Protection Agency (EPA) and a shift towards viewing enforcement as a corrective measure to ensure sustainability, not just a punitive one.
- **Wetland Protection:** The conference reiterated that wetlands are generally protected and should not be developed without approval from the EPA. Unauthorized reclamation for construction is a major contributor to flooding in Monrovia and must be stopped through stronger enforcement of existing laws and land-use controls.

- **Institutional Reform for Solid Waste Management:** The Conference concluded that responsibility for solid waste management must be shifted from City and Municipal Governments – which have proven incapable of effectively managing the sector – to a dedicated statutory institution. Two options were recommended for the Government’s consideration: (i) the Environmental Protection Agency (EPA) be renamed and repositioned as the Environmental Protection & Waste Management Agency (EPWMA), with an expanded mandate encompassing solid waste management; or (ii) a new dedicated statutory body, the Waste Management Agency (WMA), be established. Either option would provide the institutional mandate, technical capacity, and financial resources necessary to deliver effective, sustainable, and city-wide solid waste management services across Liberia.

9.5 Urban Resilience Strategies

- **Inclusive Design:** Accessibility for persons with disabilities, women, and the elderly is a core component of social resilience.
- **Integrated Planning:** Urban development must integrate drainage, waste management, and green spaces into master plans to mitigate flood risk and improve livability.
- **Land-Use Control:** Enforcing zoning regulations and preventing construction in hazard-prone areas is the first and most cost-effective line of defense against climate-related disasters.

9.6 Challenges in Investing in Climate-Resilient Infrastructure

The Day 5 discussions provided a candid and sobering assessment of the barriers to attracting the investment needed to implement these resilient solutions. These challenges are systemic and must be addressed head-on to create an enabling environment.

Table 1: Summary of Key Investment Challenges in Liberia

Category	Specific Challenge	Impact on Investment
Financial & Economic	High Capital Costs: Climate-resilient design (e.g., enhanced drainage) can increase project costs significantly (e.g., from 15% to 25-30% of road costs).	Stretches limited public funds; makes projects less financially attractive.
	High Interest Rates & Poor Credit Rating: Liberia's perceived risk profile leads to expensive financing.	Makes projects financially unviable; increases debt burden.
	Small Project Size: Individual projects may be too small for major international investors.	Limits competition; leads to higher costs from smaller, less efficient firms.
	Unfavorable Concession Agreements: Current resource extraction agreements yield minimal returns (e.g., 3-4% from gold) to the state.	Severely constrains domestic funding available for public infrastructure.
Governance & Institutional	Corruption: Identified as a major deterrent, increasing project costs and reducing quality.	Erodes investor trust; undermines value for money.
	Regulatory Inconsistency & Processing Delays: Protracted and unpredictable approval processes cause frustration.	Increases project risk and transaction costs; leads to lost opportunities.
	Lack of Long-Term Vision: Frequent changes in government plans undermine investor confidence.	Prevents long-term planning and commitment to multi-year projects.
	Weak Rule of Law: Investors lack confidence in the judicial system for contract enforcement.	Makes dispute resolution a major risk; deters serious, long-term investors.
	Lack of Inter-Agency Coordination: Poor coordination leads to conflicts (e.g., utilities obstructing roads) and delays.	Increases project complexity and costs.

Technical & Capacity	Data and Knowledge Gaps: Insufficient data and technical expertise hinder risk-informed planning.	Leads to poorly designed projects; increases uncertainty for financiers.
	Human Capacity Gaps: Shortage of local skilled labor.	Increases reliance on expensive foreign experts; raises project costs.
Social & Environmental	Community Unrest: Lack of early and continuous community engagement leads to disruptions.	Causes delays, cost overruns, and reputational damage.
	Unpredictable Climate: Shifting weather patterns disrupt construction schedules.	Leads to costly idle time and project delays.

9.7 Proposed Solutions and a Way Forward

The conference did not merely diagnose the problems; it forged a strong consensus on the solutions required to overcome these barriers and unlock investment for a climate-resilient future.

Table 2: Summary of Recommended Solutions

Solution Area	Specific Recommendations	Lead Actors
Strategic Planning & Vision	Legislate a Long-Term National Master Plan: Develop and legally enshrine a 10-20year national infrastructure master plan to ensure policy continuity across administrations.	GOL (Cabinet, Legislature), MPW, MFDP
	Risk-Informed Planning: Prioritize critical assets based on comprehensive data and climate risk assessments. Integrate wetland restoration and drainage into all infrastructure projects.	MPW, EPA, LLA

Solution Area	Specific Recommendations	Lead Actors
Institutional & Regulatory Reform	Establish a "One-Stop-Shop" for Investors: Create a centralized entity to process all necessary permits and clearances efficiently.	MFDP, MPW, relevant MACs
	Develop Clear Investment "Toolkits": Publish synchronized guidelines outlining investment processes with defined timelines for each sector.	MFDP, Line Ministries, PPCC
	Strengthen the Rule of Law: Improve judicial efficiency and predictability for contract enforcement and dispute resolution.	Ministry of Justice, Judiciary
	Establish an Inter-Ministerial Working Group on Climate: Coordinate efforts across finance, infrastructure, community development, and the private sector.	MFDP, MPW, EPA, Ministry of Local Government
Resource Mobilization & Project Design	Leverage Global Climate Funds: Align projects with the priorities of the Green Climate Fund (GCF) and other green funds. Conduct thorough donor and stakeholder mapping.	MFDP, MPW, EPA
	Reform Concession Agreements: Revisit forestry and mining agreements to maximize national revenue for infrastructure investment.	MFDP, Ministry of Mines & Energy, Forestry Development Authority

Solution Area	Specific Recommendations	Lead Actors
	<p>Issue Government Bonds: Explore issuing domestic bonds to raise local currency resources for infrastructure.</p>	<p>MFDP, Central Bank of Liberia</p>
	<p>Package Projects Strategically: Bundle smaller projects to create larger, more attractive investment opportunities.</p>	<p>MPW, Line Ministries, MFDP, National Investment Commission (NIC)</p>
	<p>Prioritize Liberian Businesses: Reserve certain works for local firms and offer tax incentives to encourage local participation and capacity building.</p>	<p>MPW, MFDP, Ministry of Commerce & Industries</p>
Local Capacity & Engagement	<p>Encourage Joint Ventures: Promote partnerships between local and international consultants and contractors to foster skills transfer and competitiveness.</p>	<p>Private Sector, Line Ministries</p>
	<p>Invest in Human Capacity: Develop targeted training programs in project preparation, contract management, and climate-resilient engineering.</p>	<p>Universities, Professional Bodies, MPW, Liberia Institute of Public Administration (LIPA)</p>
	<p>Mandate Early Community Engagement: Conduct extensive consultations from the project design stage to foster ownership and mitigate unrest. Proactively disclose project details publicly.</p>	<p>Line Ministries, County Authorities, Project Developers</p>

Solution Area	Specific Recommendations	Lead Actors
Transparency & Accountability	<p>Digitize Government Processes: Move permit applications and approvals online to minimize human contact and reduce opportunities for corruption.</p>	<p>MFDP, Ministry of Posts & Telecommunications, LTA</p>
	<p>Focus on Economic Diplomacy: Improve Liberia's international image and credit rating through consistent and credible policy signals.</p>	<p>Ministry of Foreign Affairs, MFDP</p>
	<p>Institutionalize the Conference: Host the National Infrastructure Conference every 2-3 years to review progress, share lessons, and maintain momentum.</p>	<p>Ministry of State, MPW</p>

CHAPTER 10: FINANCING, PPPS & INVESTMENT MOBILIZATION

This chapter synthesizes the cross-cutting theme of financing that emerged in every sectoral discussion, while Chapter 9 provides a deeper analysis of the specific barriers and solutions related to the investment climate for climate-resilient projects.

10.1 Domestic Financing Options

- **Public Budget:** The foundation of infrastructure financing. Requires improved efficiency and prioritization of spending (e.g., the "maintenance first" approach for roads).
- **National Road Fund:** Its reform and diversification (e.g., vehicle registration fees, tolls) is a priority for sustainable road asset management.
- **Domestic Capital Markets:** Mobilize long-term savings from pension funds, insurance companies, and infrastructure funds through well-structured project SPVs and green bonds. This requires de-risking through guarantees and blended finance, addressing the high-risk perception detailed in Chapter 10.
- **Reformed Concession Agreements:** As highlighted in Day 5, revisiting resource extraction agreements to secure a fairer share of national wealth is a critical, untapped source of domestic financing.

10.2 Development Partner Support

Development partners (AfDB, World Bank, EU, UNDP) reaffirmed their strong commitment.

- **Role:** They provide not just concessional loans and grants, but also critical support for project preparation, institutional strengthening, technical assistance, and de-risking instruments (guarantees).
- **Strategic Focus:** Partners are shifting towards supporting programmatic approaches and blended finance solutions that can crowd-in private capital, rather than financing isolated projects. The "one-stop-shop" and legislated

master plan proposals from Day 5 are precisely the types of institutional reforms that would make blended finance more effective.

10.3 PPP Frameworks

PPPs were identified as a key strategic enabler, but not a panacea. The success of PPPs is entirely dependent on the enabling environment described in Chapter 9.

- **Selective Application:** PPPs are most suitable where there is clear revenue potential (e.g., ports, high-traffic corridors, distribution concessions) and where long-term operational efficiency gains are critical.
- **Cardinal Principles:**
 1. **Value for Money:** Demonstrably better than traditional procurement.
 2. **Risk Allocation:** Risks assigned to the party best able to manage them. This requires a stable political and legal environment.
 3. **Transparency:** Competitive, fair procurement processes, free from corruption.
 4. **Bankability:** Projects must be underpinned by credible data and demand forecasts.
 5. **Strong Regulation:** A potent, independent regulator is essential to protect the public interest and enforce KPIs.

10.4 Bankable Project Preparation

A major barrier is the lack of a pipeline of "bankable" projects. High-quality preparation is more important than transaction speed. This includes:

- Feasibility studies and demand analysis.
- Detailed engineering and design, incorporating climate resilience from the outset.
- ESIA completion and land acquisition.
- Clear risk allocation and contractual structuring.
- Development partners must continue to fund this upstream work.

10.5 Risk Allocation Models

Investors, both domestic and international, are primarily driven by risk. The systemic risks identified in Chapter 9 (corruption, policy inconsistency, weak rule of law) are the most significant deterrents.

- **Key Risks:** Off-taker/collection risk (LEC), foreign exchange volatility, regulatory instability, and land access delays.
- **Mitigation:** Government must take responsibility for mitigating political, legal, and land acquisition risks. The proposed "one-stop-shop" and legislated master plan are critical risk mitigation tools. PPP contracts must have credible dispute resolution mechanisms.

CHAPTER 11: INFRASTRUCTURE POLICY ROADMAP

This roadmap translates the conference resolutions into a prioritized, time-bound action plan.

Table 3: Infrastructure Policy Roadmap (2026-2029)

Priority Action	Lead Institution(s)	Timeline	Indicative Resource Needs / Notes
Pillar 1: Foundation Reforms & Planning			
a. Establish Bureau of City & Regional Planning	MPW, CSA	Year 1	Legislation, seed funding, staffing
b. Finalize & adopt National Spatial Development Framework	LLA, MPW, MFDP	Year 1-2	TA support, multi-stakeholder validation
c. Finalize & enact modern ICT Act	MoPT, LTA, Legislature	Year 1	Legislative advocacy
d. Establish dedicated Ministry of Water	GOL, LWSC, WASH Commission, MPW	Year 1-2	Executive action, legislative approval
e. Finalize National Energy Policy & Master Plan	Ministry of Mines & Energy (MME), LERC, LEC, RREA	Year 1	TA support, stakeholder consultation
f. Strengthen & diversify National Road Fund	MPW, MFDP, NRF	Year 1-2	Legal reform, revenue study
g. Establish National Road Authority & Ministry of National Infrastructure	Governance Commission, Ministries of States/Public Works	Year 1	TA support, stakeholder consultation
h. Develop & Legislate 10-Year National Infrastructure Master Plan	MPW, MFDP, Cabinet, Legislature	Year 1-2	Critical for investor confidence; ensures policy continuity.
i. Conduct Review of Resource Concession Agreements	MFDP, NIC, National Bureau of Concessions (NBC), Ministries of Mines/Energy/Agriculture	Year 1-2	To maximize national revenue for infrastructure.
j. Establish Dedicated Statutory Institution for Solid Waste Management (EPWMA or WMA)	GOL, EPA, Ministry of Local Government, Legislature	Year 1-2	Legislation; executive action to reposition EPA as EPWMA or establish new WMA;

			mandate, staffing & budget allocation.
Pillar 2: Strategic Investments & Pilots			
a. Launch pilot city master plans (Ganta, Buchanan, Gbarnga)	Liberia Land Authority (LLA), MPW & Ministry of Local Government (Bureau of Urban Affairs), County Authorities	Year 2	Consultant services, local engagement
b. Procure first energy distribution concession	LEC, LERC, MFDP, RREA	Year 2	PPP transaction advisor
c. Begin dredging & quay rehabilitation at Freeport of Monrovia	NPA, MFDP, MoT, MME, EPA, MPW	Year 2-3	IFI financing, PPP for operations
d. Develop bankable feasibility for Nimba Dry Port	NPA, MPW, MFDP, MoT	Year 1-2	World Bank support
e. Roll out national broadband expansion plan (Phase 1)	MoPT, LTA, LTC/LIBTELCO, Private Sector	Year 2-4	PPPs, Universal Access Fund
f. Implement "Maintenance First" pilot on key corridor	MPW, Road Fund	Year 2	Performance-based contract
g. Establish "One-Stop-Shop" for Investors (Pilot Phase)	MFDP, NIC, NBC	Year 2	Critical for streamlining approvals.
h. Launch National Public Buildings Audit and Pilot Refurbishment Programme	MPW, General Services Agency (GSA), MFDP	Year 2	Comprehensive asset audit; phased refurbishment pilot for priority government buildings; explore PPP models for larger facilities.
Pillar 3: Capacity, Sustainability & Enabling Environment (Ongoing)			
a. Mandate GIS/BIM for all major public projects	MPW, LLA, LISGIS	Ongoing	Training, software investment
b. Integrate climate risk assessments into project lifecycle	MPW, EPA, MME	Ongoing	Develop guidelines, build EPA capacity

c. Establish national infrastructure data portal	MPW, LISGIS, LTA, MoPT, LTC/LIBTELCO, NHA, Engineering Society of Liberia (ESOL)	Year 2-3	Development partner support
d. Strengthen local contractor & consultant capacity	MPW, Private Sector, Universities, ESOL, Association of Liberian Construction Contractors (ALCC), Liberia Institute of Architects (LIA)	Ongoing	Training programs, mentorship schemes, promote joint ventures
e. Digitize Key Government Permitting Processes	MFDP, MoPT, LRA, and other relevant MACs	Ongoing	To enhance transparency and reduce corruption.
f. Operationalize Inter-Ministerial Working Group on Climate	MFDP, MPW, EPA, MME, National Disaster Management Agency (NDMA)	Year 1	To coordinate climate finance and policy.
g. Implement Community Engagement Guidelines for all projects	MPW, Ministry of Local Government, EPA	Year 1-2	To prevent project disruptions and build local ownership.
h. Operationalize Environmental Protection & Waste Management Agency (EPWMA) or Waste Management Agency (WMA) & Develop National Solid Waste Management System	EPWMA/WMA, MPW, Ministry of Local Government, City/Municipal Authorities	Year 1-3	Develop national solid waste management policy; procure collection & disposal infrastructure; build institutional capacity; ring-fence budget.
i. Implement Public Buildings Maintenance Programme & Ring-Fence Maintenance Budgets	MPW, GSA, MFDP, Line Ministries	Ongoing	Annual budget allocation for preventive maintenance of govt buildings; establish asset management system; enforce building codes & standards.

CHAPTER 12: MONITORING & EVALUATION FRAMEWORK

To ensure the roadmap translates into tangible results, a robust M&E framework is essential. This framework will track progress, ensure accountability, and guide adaptive management.

Table 4: M&E Framework to Track Progress

Sector / Pillar	Key Performance Indicator (KPI)	Baseline (2025)	Target (2029)	Data Source / Frequency	Responsible Institution
Spatial Planning	National Spatial Framework adopted	No	Yes	MPW / Annual	MPW, Cabinet
	# of county capitals with approved master plans	0	3	MPW / Annual	MPW, County Authorities
Energy	National electricity access rate	30%	75%	MME, LEC / Annual	MME, LERC
	LEC collection rate	60%	85%	LEC / Quarterly	LEC, LERC
	% reduction in technical & commercial losses	TBD	5% reduction	LEC / Quarterly	LEC
Transport	% of paved roads in "good" condition	TBD	Increase by 10%	MPW / Annual	MPW, Road Fund
	# of functional weighbridges for axle-load control	0	2	MPW, MOT / Annual	MPW
	Port turnaround time (vessel hours)	TBD	Reduce by 20%	NPA / Quarterly	NPA
WASH	% of population with access to basic water	TBD	Increase by 10%	LWSC, MOW / Annual	LWSC, MOW
	Annual economic loss due to poor sanitation	\$231 million	Reduce by 10%	MOW, MFDP / Bi-annual	MOW, LISGIS
ICT	Km of new fiber-optic cable deployed	TBD	+500 km	LTA, MoPT / Annual	LTA, Private Sector

	% of county capitals with 4G coverage	TBD	100%	LTA / Annual	LTA, Operators
Financing & Enabling Environment	Private capital mobilized for infrastructure	TBD	\$X million	MFDP, PPP Unit / Annual	MFDP, Line Ministries
	"One-Stop-Shop" for Investors operational	No	Yes	MFDP / Annual	MFDP
	10-Year National Infrastructure Master Plan legislated	No	Yes	Cabinet, Legislature / Annual	MPW, MFDP
	Average time for investment permit approval	TBD	Reduce by 50%	MFDP / Annual	MFDP
Climate	% of projects with climate risk assessments completed	TBD	100%	EPA, MPW / Annual	EPA
Cross-Cutting	# of local jobs created (disaggregated by gender)	TBD	X,XXX	MPW, MoL / Annual	Line Ministries
Governance	National Infrastructure Conference convened	Once (2026)	Once (2029)	MPW / Tri-annual	MOS, MPW

CHAPTER 13: FINANCIAL REPORT OF THE LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE 2026

13.1 Introduction

This chapter provides a comprehensive account of the financial management of the Liberia National Infrastructure Conference 2026. It details the income received from various sources and the expenditures incurred in organizing and executing the five-day event in Ganta City, Nimba County. The financial reporting adheres to the principles of transparency and accountability as mandated by the Government of Liberia and is a testament to the prudent stewardship of public and donor funds. The figures presented herein have been compiled by the Conference Secretariat and are subject to audit by the General Auditing Commission (GAC).

13.2 Income Summary

The conference was financed through a combination of allocations from the Government of Liberia (GOL), contributions from development partners, and support from the private sector. A summary of income is provided in Table 13.1 below.

Table 5: Summary of Income Received

Source of Funds	Contributing Entity	Amount (USD)	Notes
Government of Liberia	National Road Fund	350,000.00	Budget allocation for national conference
	UNDP	7,500.00	Contribution towards venue
Development Partners	EU		Sponsorship in kind/ Provided Consultant to work with the Organizing Committee
	MDMC Express, Inc.	2,500.00	Sponsorship in kind (connectivity) / cash
Private Sector	SSF Entrepreneur	1,500.00	Sponsorship
	Jupiter Construction	1,500.00	

	Real Estate Construction Company (RESCO)	1,000.00	
	BK Enterprise	1,000.00	
	Tarhini Construction	1,000.00	
	Bleco Group	500.00	
	Quality Group of Construction Companies	500.00	
	City Builder	500.00	
	CEMENCO	500.00	
	PGL Construction	140.00	
	Total Income	\$ 368,140.00	

13.3 Expenditure Summary

Funds were utilized to cover all aspects of the conference, from planning and logistics to documentation and post-conference activities. Table 13.2 provides a breakdown of expenditures.

Table 6: Summary of Expenditure

Expenditure Category	Description	Amount (USD)	% of Total
1. Venue & Accommodation	Rental of Jackie's Resort (conference halls, plenary rooms, accommodations, catering services and board for participants and secretariat)	187,088.66	50.77%
2. Logistics	Flight Tickets for International Speakers and Guests	32,631.36	8.86%
	Local transportation services (shuttles, airport transfers) provided by Oragon & NTA	33,660.00	9.13%
2. Technical Sessions	Honoraria for international keynote speakers & panelists and plaques for sponsors	5,305.00	1.44%

	Conference materials (branded bags, notebooks, pens, souvenir program, etc.)	25,309.60	6.87%
3. Communications & IT	Conference Website development & Others	13,547.50	3.68%
	Audio-visual equipment and interpretation services	4800	1.30%
4. Documentation & Reporting	Services of Expert Rapporteurs	5,450.00	1.48%
	Photography and videography	4,088.00	1.11%
5. Secretariat Operations	Stationery, communication, and administrative costs	28,644.40	7.77%
	Per diems for support staff	7,547.50	2.05%
	Per diems for Conference Committee	10,000.00	2.71%
6. Taxes	Taxes for refund to the General Revenue Account	8,067.98	2.19%
7. Contingency	Unforeseen expenses	2,341.20	0.64%
Total Expenditure		368,481.20	100.00%

13.4 Financial Summary

The overall financial position of the conference, showing the balance after all expenditures, is presented in Table 13.3.

Table 7: Financial Summary

Item	Amount (USD)
Total Income	368,140.00
Total Expenditure	368,481.20
Deficit	2,341.20

Note on Deficit:

- The deficit will be covered by the Ministry of Public Works or carried forward as a commitment to be settled.

13.5 Audit and Compliance

The accounts of the Liberia National Infrastructure Conference 2026 have been prepared in accordance with international public sector accounting standards. All procurement of goods and services followed the guidelines of the Public Procurement and Concessions Commission (PPCC). The financial records have been handed over to the Ministry of Public Works' internal audit department for appropriate action.

CHAPTER 14: CONCLUSIONS & WAY FORWARD

The Liberia National Infrastructure Conference 2026 was a resounding success, not just as a forum for dialogue, but as a catalyst for a new, coordinated approach to national development. It laid bare the scale of the challenges—from crumbling roads and an unreliable energy grid to a difficult investment climate—but, more importantly, forged a strong consensus on the solutions. The conference demonstrated that Liberia possesses the technical expertise, the political will, and the international partnerships necessary to transform its infrastructure landscape.

The strategic priorities emerging from the conference are clear and mutually reinforcing:

1. **Plan before you build:** Institutionalize spatial and urban planning as the non-negotiable foundation for all investments.
2. **Maintain what you have:** Shift from a culture of building new to a discipline of preserving and sustaining existing assets.
3. **Create an Enabling Environment for Investment:** Tackle corruption, establish a "one-stop-shop" for investors, legislate a long-term national infrastructure master plan to ensure policy continuity, and strengthen the rule of law. This is the prerequisite for all other financing goals.
4. **Finance smartly:** Move beyond donor dependency to strategically blend public, private, and development capital through robust PPP frameworks, and maximize national revenue by reforming concession agreements.
5. **Reform to perform:** Tackle institutional fragmentation and weak governance head-on through targeted legal and regulatory reforms.
6. **Build for the future:** Integrate climate resilience, digital technology, and social inclusion into the DNA of every project, guided by rigorous data and risk assessments.

This Report provides the blueprint. The way forward requires disciplined execution, sustained political will across electoral cycles, and the collective ownership of this

agenda by all Liberians—government, private sector, civil society, and communities. The roadmap is divided into three implementation horizons:

- **Quick Wins (0-2 years):**
 - Cabinet approval of the Post-Conference Action Plan.
 - Initiation of key institutional reforms (Bureau of Planning, Railway Authority, National Road Authority, Ministry of National Infrastructure, Environmental Protection & Waste Management Agency, etc.).
 - Launch of pilot projects (e.g., city master plans, geospatial portal, maintenance-first pilot).
 - Enactment of priority legislation (ICT Act).
 - Begin development of the 10-year legislated master plan and the "one-stop-shop" framework.
- **Medium Term (3-5 years):**
 - First wave of PPP transactions (energy distribution, port terminals, Major Roads).
 - Visible progress on national broadband expansion.
 - Implementation of master plans in pilot cities.
 - Strengthened capacity of national institutions.
 - Operationalization of the "one-stop-shop" and passage of the long-term master plan into law.
- **Long Term (6-10 years and beyond):**
 - Achievement of universal energy access (Mission 300).
 - Completion of major transport corridors and port modernization.
 - A fully digitized and resilient national infrastructure network, planned and managed by highly capable Liberian institutions within a stable, predictable policy environment.

The journey of rebuilding Liberia through reconstruction has begun. This Report is both a milestone and a mandate. Let it guide our collective efforts to build a more connected, prosperous, and resilient Liberia for generations to come.

ANNEXES

Annex 1: List of Speakers, Moderators, and Panelists

Moderators

Name	Position/Institution
Cllr. Angelique Weeks	
Kenneth Yao Awadjie	Liberia Institute of Architects (LIA)
Mr. Henry W. Benson	CEO/The Cable Consortium of Liberia
Engr. Aaron Mineen	Senior Electrical Engineer and Software/NRECA International Liberia
Mr. Lemuel Oldpa Kleeme	Director of Monitoring and Evaluation/MoT
Engr. Prince D. Tambah	Deputy Minister for Technical Services/ MPW

Speakers

Name	Position/Institution
Hon. Clarence K. Massaquoi	Chairperson/LTA
Arch. Joe Gene Mulbah	Project Manager/Muson Group
Hon. Mohammed Ali	Managing Director of the Liberia Water & Sewer Corporation
Mr. Bassa Calvin Fasial	CEO/BASCON Group
Engr. Dadley D. Toe	Infrastructure Engineer
Johanna Leblanc	U.S. National Security and Foreign Affairs Expert/Adomi Advisory Group
Engr. David D. Wounuah	President/Engineering Society of Liberia
Prof. Charles Anum Adams	
Engr. Dr. Bola J. Mudasiru	Deputy National Chairman/NIHTE
Albert K. Samukai	Chief Program Officer/Liberia's National Road Fund
Dr. Kofi Adanu	Transportation and Traffic Safety Expert/TRECK, KNUST, Ghana
John K. Jallah Jr.	Director of Compliance and Enforcement/EPA
Targen P. Daye	Assistant Director for Environmental and Social Impact Assessment/EPA
Hon. James Richard Bernard	Deputy Managing Director for Administration/NPA
R. Baiyezenah W. Brown	Assistant Director for Technical Services/ EPA
Prof. Charles Anum Adams -	

Emmanuel Chedeh Davis	Liberia Land Authority
Charles Umehai	Deputy Minister for Energy/ MME
Mulbah Zaza	Senior Manager/Orange Digital Center

Presenters

Names	Position/Institution
Mrs. Esther Lodugnon	Principal PPP Advisory Specialist/AFDB
Florence Kateka Geegbae	Managing Director/ NHA
Engr. Jusu Wendell Holmes	Infrastructure Engineer/EU
Arch. Winnerford Richards	
Mr. Tom Wesley Korkpor	Director/Land Use and Management- LLA
Dr. Sener Salci	PPP and Energy Investment Specialist/AFDB
Engr. Thomas Rwahama	Energy and Sustainability Engineer/AfDB
Mr. Tony Tiyou	CEO/Renewables in Africa
Prof. Ayodeji S. O. Ogunjuyigbe	Professor/Electrical Engineering -University of Ibadan
Ms. Janet Samantha Francois	Managing Director of Renovess
Chuchu Kordor Selma	Country Director, WaterAid Liberia
Caesar Morris	Interim President of the Liberia Technology Consortium (LITCON)
Eng. Kaustella Kialain Sarsih	Senior Transport Engineer/AfDB
Mr. Peter Amoo-Bediako	Director and Technical Advisor/ Ghana's Ministry of Transport
Hon. Jeror Cole Bangalu	Former Minister/Ministry of Youth and Sports

Annex 2: Session Summaries

LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE 2026
Wrap-Up Session: Key Deliverables and Policy Takeaways
Theme: “Rebranding and Rebuilding through Reconstruction”

Day 1

Panel Discussion 1

Overview:

*The session focused on the strategic planning and operational aspects of a government-led housing and development initiative in Liberia, spearheaded by the **National Housing Authority (NHA)**. The initiative aims to enhance both urban and rural housing infrastructure and support broader development goals.*

Historical Context:

- *The initiative dates back to **April 13, 1960**, reflecting a longstanding government commitment to housing development.*

Core Objectives:

- *Improve housing stock and living conditions through **integrated urban and rural development strategies**.*
- *Target **six counties** for initial implementation, with potential for expansion.*

Strategic Development:

- *Formulation of **strategic plans and policies** to guide development efforts.*
- *Draft instruments are currently under review by the **Law Reform Commission** for stakeholder engagement.*
- *Recognition of the need for a **dedicated housing policy center** to strengthen coordination and research.*

Implementation & Partnerships:

- *NHA’s mandate includes “**sighting services**”—parceling land, approving construction designs, and overseeing site development.*
- *Collaboration is planned with **groups of four to five registered businesses/investors** to promote investment.*
- *Engagement with **commercial and financial institutions** is sought to expand funding opportunities.*

Current Status:

- *The discussion highlighted **improved stakeholder relations** and positive developments in implementing the program.*

Takeaway:

*The initiative represents a **structured and collaborative approach** to housing development in Liberia, emphasizing policy formulation, public-private partnerships, and financial engagement to enhance urban and rural living conditions.*

This transcript features a discussion among various speakers, including government advisors, representatives from the Liberian Land Authority, and the Liberian Information Technology Consortium (LNK Geospatial Services), focusing on Liberia's infrastructure development, spatial planning, and the role of local expertise and technology.

Main Topic: The central theme is the urgent need for comprehensive national spatial development planning, effective legal frameworks, and the strategic integration of technology and local Liberian expertise to accelerate sustainable infrastructure development and address existing challenges in Liberia.

Key Arguments and Ideas:

1. The Critical Need for Spatial Planning & Legal Frameworks:

- **Fragmented Policies:** Liberia currently lacks a comprehensive national spatial planning framework, relying instead on fragmented policies.
- **Legal & Institutional Challenges:** While legal and institutional frameworks (e.g., Land Authority, National Housing Authority) exist, their primary challenge lies in implementation and enforcement.
- **National Blueprint:** There's a call for a well-defined "architectural signature blueprint" within the legal framework to dictate construction types, even on privately owned land, ensuring national standards are met.
- **Decentralized Development:** A presidential mandate emphasizes decentralized development, necessitating master plans for county capitals to manage rapid expansion and prevent uncoordinated growth within 3-5 years.
- **Monrovia Decongestion:** Developing county capitals with economic incentives (e.g., agricultural processing) is seen as a key strategy to decongest Monrovia.

2. Benefits of Spatial Planning & Implementation:

- **Attracting Investment:** Clear spatial planning, which includes resolving land disputes, clarifying ownership, and delineating specific zones for commercial, industrial, or protective uses, significantly boosts investor confidence.
- **Resource Efficiency:** Prioritizing projects based on location and resource scarcity is crucial to prevent waste.
- **Multi-Stakeholder Approach:** Effective spatial planning requires a participatory approach, bringing together various stakeholders (e.g., EPA, cultural affairs) and considering economic, social, and environmental issues.
- **Integration:** A holistic national spatial framework is needed to integrate disparate policies for sectors like roads, energy, water, and housing.

3. **Leveraging Technology for Infrastructure Development (LNK Geospatial Services Presentation)**

- **Data-Driven Decisions:** Digital documentation of all geospatial assets is crucial for informed decision-making in infrastructure projects.
- **Addressing Failures:** Current infrastructure failures often stem from fragmented spatial data, poor integration, and insufficient survey precision. Climate change exacerbates these issues (e.g., coastal erosion, wetland reclamation).
- **Technological Solutions:**
 - **Single Data Source:** Proposed is a single, authoritative source of geospatial data accessible to all sectors, preventing redundant efforts and ensuring consistency.
 - **Drone Technology:** Drones offer rapid, accurate surveys (up to 10,000 acres/day) for monitoring infrastructure, detecting illegal construction (e.g., in wetlands), and assessing defects.
 - **Digital Asset Management:** A digital asset management system can store data on healthcare facilities, education, water wells, and even prevent duplicate land deeds, thereby aiding revenue generation (e.g., property tax estimation).
 - **Precision Surveys:** Emphasizes the use of high-precision equipment over basic GPS for accurate surveys to prevent issues like road flooding.
- **Capacity Building:** The need for upskilling technical staff, knowledge transfer, standardization of processes, and strengthening institutions to effectively utilize these technologies.

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4. **Challenges to Implementation & Call to Action:**

- **Enforcement & Awareness Gap:** Existing laws, such as the Land Rights Law, face significant challenges in enforcement and public awareness. Public sensitization about rights and limitations is vital.
- **Exclusion of Local Expertise:** A recurring frustration is that high, often unrealistic, requirements in multilateral agreements systematically exclude Liberian companies from major infrastructure projects, leading to outsourcing and capital flight.
- **Empowering Liberians:** The Liberian IT Consortium and LNK Geospatial Services aim to prove that Liberians possess the capability to undertake complex technical work, advocating for a shift in mindset to prioritize local expertise.
- **Political Will:** Strong political will is necessary to enforce laws (even demolishing illegal structures), invest in local capacity, and ensure more project funding remains within Liberia to stimulate economic growth.
- **Prototyping & Data Sharing:** Prototyping local solutions and encouraging data sharing across government agencies are suggested ways to demonstrate capabilities and build a comprehensive, valuable data repository.

DAY 2

Day 2 Plenary 1: captures a multi-faceted discussion on the critical role of Information and Communication Technology (ICT) in Liberia's development, highlighting challenges, regulatory efforts, private sector concerns, and the importance of national branding.

Key Discussion

- *ICT as Core Infrastructure: ICT was recognized as Liberia's "digital highway," underpinning all sectors and now as critical as roads, ports, and energy in enabling e-services and national development.*
- *Investment and Regulation: Government funding alone is insufficient; private investment is essential and depends on long-term regulatory predictability. The LTA's 15-year licensing regime and targeted regulatory incentives aim to support large-scale investment and rural expansion.*
- *Infrastructure and Service Gaps: Liberia requires roughly 1,000 km of additional fiber-optic cable, especially in the southeast, while poor connectivity, low speeds, and underutilized public bandwidth remain major challenges.*
- *Policy and Regulatory Reforms: Ongoing reforms include cybersecurity, licensing, universal access, consumer protection, IMEI control, and updated ICT legislation and policy, alongside regional digital integration efforts.*
- *Competition and Market Structure: Dominance by large telecom operators and control of essential infrastructure constrain local ICT firms, prompting calls for stronger pro-competition rules and enforced infrastructure sharing.*
- *National Branding: Liberia's global image affects investment decisions, underscoring the need for coordinated national branding, consistent messaging, and promotion of local success stories.*

Key Takeaways

- *ICT must be treated as core national infrastructure, equal to roads, ports, and energy.*
- *Regulatory stability and predictability are essential to attract private investment.*
- *Closing fiber-optic gaps and improving service quality is an urgent priority.*
- *Stronger pro-competition rules and infrastructure sharing are needed to support local firms and innovation.*
- *Strategic national branding and narrative management are critical to ICT investment and sector growth.*

DAY 1 - PLENARY SESSION 2: ENERGY

The session highlighted energy as a critical catalyst for Liberia's economic growth, productivity, and service delivery. While Liberia's energy mix currently includes hydro and thermal sources with planned expansion by 2026, low asset utilization (27%) and

high system losses underscore major inefficiencies. Discussions focused on key investment risks—off-taker and collection challenges at LEC, foreign exchange exposure, regulatory instability, and delays in land access and permitting—which continue to deter long-term private investment.

Government reform measures were presented as steps to mitigate these risks, including revision of the National Energy Policy, mandatory prepaid meters for public institutions, establishment of an IPP Steering Committee, duty waivers for renewable energy equipment, and rollout of planning and transparency tools such as the Energy Master Plan, Energy Information System, and quarterly sector reporting. Participants emphasized the importance of proper investment sequencing—prioritizing generation, then transmission and distribution—and supported greater private sector participation in distribution to improve efficiency and reduce losses.

Key Takeaways

- *Risk mitigation is the primary driver for attracting private energy investment.*
- *Reducing system losses can unlock significant additional power without new generation.*
- *Stable policies, predictable tariffs, and enforceable contracts are essential for long-term investment.*
- *Private sector participation, especially in distribution, can improve efficiency and accountability.*
- *Long-term, data-driven, and coordinated planning is critical for a sustainable energy sector.*

DAY 2 - SESSION 3: WATER & SANITATION (WASH)

The session examined structural challenges and reform priorities in Liberia’s WASH sector, emphasizing that outdated policies, fragmented institutions, and heavy reliance on donor funding undermine sustainability. Participants agreed on the urgent need for policy and legal reforms to align the sector with national development goals and create a more attractive environment for investment.

Discussions highlighted the importance of shifting toward revenue-driven financing through expanded water connections, sewage rehabilitation, prepaid metering, cross-subsidization, and the use of non-grant loans and long-term concessions. Aging infrastructure—largely dating back to the 1950s-60s—was identified as beyond rehabilitation, requiring full system reconstruction that integrates climate resilience. Institutional fragmentation was flagged as a major constraint, with strong support for establishing a dedicated Water Ministry. Improved data systems, GIS mapping, household coding, and infrastructure insurance were identified as critical tools for strengthening governance, revenue collection, and risk management.

Key Takeaways

-
- *WASH reform must transition from donor dependence to sustainable, revenue-based financing.*
- *Outdated policies and fragmented institutional mandates are core barriers to performance.*
- *Establishing a dedicated Water Ministry could significantly improve coordination and accountability.*
- *Modern, climate-resilient infrastructure is essential for long-term service delivery.*
- *Strengthening data systems and reducing non-revenue water can unlock substantial financial and operational gains.*

DAY 3 Plenary 1: Rebuilding and Rebranding Liberia's Road Infrastructure for Economic Growth

The plenary session examined Liberia's road infrastructure as a critical enabler of economic growth, trade, and social inclusion, highlighting the urgent need for systemic reform, sustainable financing, and climate-resilient delivery models. Moderated by Engineer Prince Tamba, the discussion brought together government officials, engineers, private sector actors, and development partners to assess current challenges and propose actionable solutions.

Road Infrastructure: Key Discussions and Policy Takeaways

Current State

Liberia's road network spans 13,026 km road network (MPW 2019 Road Inventory Survey), of which only about 10% is paved, with the remainder largely gravel roads requiring frequent maintenance. Infrastructure delivery is constrained by overloaded trucks, short dry seasons, limited funding, and capacity gaps. Financing relies heavily on the National Road Fund, development partners, and bilateral support.

Governance and Institutional Reform

Participants agreed that structural reform—not incremental change—is required. Priorities include strengthening planning through reliable data systems, separating policy and implementation functions, establishing a dedicated Road Authority and a Ministry of National Infrastructure, reforming the National Road Fund to ensure predictable revenue access, and building local engineering and contractor capacity.

Financing and Resource Mobilization

The need to diversify road financing beyond fuel levies and donor funding was emphasized. Proposed measures included mobilizing domestic capital (pension and insurance funds), introducing vehicle registration and circulation fees, developing a

national toll policy, and exploring resource-backed financing and PPPs, supported by strong governance and transparency.

Climate-Resilient Design and Maintenance

Climate resilience must be integrated into planning, design, and maintenance. Participants stressed preventive maintenance, strict quality controls, and the use of climate-appropriate, low-cost materials (e.g., soil stabilization, geosynthetics) to reduce lifecycle costs and improve durability, especially for feeder and rural roads.

Axle Load Control and Road Safety

Overloaded vehicles were identified as a major cause of road damage and safety risks. Stronger enforcement through weigh-in-motion systems, weigh stations, and penalties—alongside improved drainage, safer designs, and proper road furniture—was deemed critical for asset protection.

Coordination and Capacity Development

Effective road development requires integrated, “One-Government” planning across ministries, utilities, financiers, academia, and the private sector. Strengthening human capacity, professional licensing, local contractor development, gender inclusion, and research partnerships with universities was highlighted as essential.

Key Policy Takeaways

- *Structural reform is essential for road sector sustainability.*
- *Data-driven planning and institutional separation will improve accountability.*
- *Establishing a dedicated Road Authority is a priority reform.*
- *The National Road Fund must be strengthened and diversified.*
- *Climate resilience and axle-load enforcement are critical to protecting investments.*
- *Private capital and domestic financing must be mobilized through clear toll and PPP policies.*
- *Human capacity development and local private-sector participation are long-term enablers.*

DAY 3 - SESSION 2: Environmental & Social Integration in Infrastructure

Key Discussion Points

The session emphasized that environmental, social, and accessibility considerations must be embedded at the planning stage to achieve sustainable and resilient infrastructure. Universal design principles are essential to ensure inclusivity for persons with disabilities, women, the elderly, and other vulnerable groups.

Environmental and Social Impact Assessments (ESIAs) were highlighted as core planning tools, not donor-driven or post-design requirements. Weak enforcement, policy gaps in accessibility standards, and wetland encroachment were identified as major

contributors to flooding and environmental degradation. The use of GIS and climate-risk mapping was recommended to guide design decisions and reduce exposure to environmental risks.

The discussion also underscored that infrastructure development can align with environmental conservation—particularly through sustainable forestry practices and value-added processing—while calling for stronger inter-agency coordination and regulatory enforcement.

Key Takeaways - Environmental & Social Integration

- 1. Inclusive, accessible infrastructure must be intentionally planned from inception.*
- 2. ESIA's are essential for risk prevention, sustainability, and project feasibility.*
- 3. Climate resilience requires systematic, data-driven planning using GIS and risk mapping.*
- 4. Strong enforcement, clear permitting sequences, and professional accountability are critical.*
- 5. Private-sector participation in inspections can strengthen compliance.*
- 6. Political will and public awareness are key to enforcing environmental and social safeguards.*

Day 4: Session 1 & 2

This transcript details a discussion on the current state, challenges, and potential for development of port infrastructure in Liberia, with comparisons to regional examples like Ghana. The central theme emphasizes the urgent need for strategic planning and significant investment to transform Liberia's ports into viable economic gateways.

Key Points:

- Current State of Liberian Ports:**
 - Ports like Monrovia, Buchanan, Yekepa, and Harper are in poor condition, primarily managed based on infrastructure inherited decades ago rather than actively developed.*
 - They suffer from shallow beds, shallow entrances, and limited quay wall lengths, restricting the size and number of vessels they can accommodate.*
 - Monrovia port experiences "breathing restrictions" due to siltation, reducing its operational draft significantly below its design depth (e.g.,*

12-12.5 meters instead of 13.5 meters), forcing vessels to carry less cargo or bypass the port.

- **Immense Untapped Potential:**

- *Despite current conditions, Liberian ports possess significant potential for growth, capable of handling volumes comparable to Ghana's Tema port (924,000 TEUs).*
- *Liberia is the world's second-highest shipping registry, underscoring its maritime importance.*
- *Developing these ports is seen as a key investment opportunity that would generate substantial revenue and bolster the national economy.*

- **Strategic Development & Recommendations:**

- *Master Plan: A comprehensive master plan is the foundational step for any infrastructure development. Liberia is currently developing a 10-year master plan for Monrovia and Buchanan ports, which will outline potential, future projections, investment opportunities, and financial costs.*
- **Direct Investment: The speaker advocates for direct investment, particularly in:**
 - *Buchanan Container Terminal: Developing a container terminal in Buchanan would foster competition with APM Terminals (currently having a monopoly in Monrovia) and enhance the port's viability.*
 - *Dry Port: A feasibility study has confirmed the viability of a dry port project, especially if connected via rail. Conditions for its realization include developing the Ganta-site Road/rail and government commitment to land acquisition. The World Bank is reportedly willing to support this project.*
 - *Rail Infrastructure: Investing in new rails and paving existing roads is crucial for intermodal connectivity, particularly linking dry ports to main ports and the existing railway network.*
 - *Dredging: Essential for increasing navigability and accommodating larger commercial vessels, thereby making the port more attractive to shippers.*

- *Rehabilitation: Rehabilitating existing berths (e.g., two at Monrovia for an estimated \$75 million) could jumpstart competition with current operators.*
 - **Government's Role in Creating an Enabling Environment:**
 - *Activate and functionalize Public-Private Partnership (PPP) laws.*
 - *Offer attractive investment incentives, such as tax holidays.*
 - *Ensure a clear, fair, and stable regulatory framework and judicial system.*
 - *Rebrand Liberia as a reliable investment destination through coordinated efforts across all government ministries.*
 - *The government must take a "bold step" to invest directly, rather than passively waiting for private investors, as private entities prioritize quick returns.*
- **Intermodal Connectivity Challenges:**
 - *Liberia's railway system is in poor condition, leading to 95% of bulk cargo (like manganese and bauxite) being transported by road, causing significant wear and tear on roads.*
 - *There are concerns about the existing railway's ability to handle increased weight from dry port goods, highlighting the need for thorough rehabilitation.*
- **Lessons from Ghana and Regional Context:**
 - *Ghana successfully addressed similar port challenges by making deliberate decisions to expand, leveraging private partnerships, and taking commercial loans when capable.*
 - *Liberia is encouraged to learn from Ghana's experiences, including successes and failures in concession agreements, to avoid common pitfalls.*
 - *The importance of ports as gateways to the national economy is underscored, with comparisons to successful port hubs in neighboring countries like Ghana and Togo (Togo's port has an 18-meter draft, serving as a regional hub).*

- **Call to Action:**

- *The port's success is not solely dependent on the National Port Authority (NPA) but on all stakeholders along the logistics chain (pilots, customs, security, police, drivers).*
- *A radical approach to investing in State-Owned Enterprises (SOEs), particularly the ports, is necessary, as "money is always in the port."*
- *The combined efforts of strategic planning, significant investment, and a conducive regulatory environment are crucial for Liberia to realize the full economic potential of its maritime assets.*

This transcript features two distinct presentations followed by a panel discussion. The first presentation focuses on Liberia's National Port Authority (NPA) and its investment prospects, while the second details the state and future of Liberia's rail and waterway infrastructure.

Presentation 1: Investing in Liberia's Gateway - National Port Authority (NPA)

The presentation, delivered by the Executive Director for Port & Harbor, outlines the strategic importance and investment opportunities within Liberia's National Port Authority.

Main Topic: Strategic investment opportunities within Liberia's National Port Authority to boost regional trade and port efficiency.

Key Points:

- ***Strategic Location:*** *Liberia holds a strategic position along the West African coastal route in the Gulf of Guinea, boasting 580km of coastline and four main ports under NPA management.*
- ***NPA Mandate:*** *The National Port Authority is a state-owned enterprise responsible for the development, management, and planning of Liberia's ports.*
- ***Port Compliance & Performance:***
 - *Three of the four ports (Monrovia, Buchanan, Greenville) are International Ship and Port Facility Security (ISPS) compliant.*
 - *Key performance indicators (TEU, cargo volume, vessel throughput) are tracked, with Monrovia handling 90% of the 125,000 TEU capacity due to its sole container terminal. Monrovia and Buchanan are the busiest ports.*
- ***Port-Specific Investment Opportunities:***
 - ***Monrovia:***

- *Creation of additional berths (200 meters of vacant space) and a railroad terminal.*
 - *Land reclamation between BMC and LMC piers for a bulk terminal or coastal vessel activity.*
 - *NPA controls other berthing facilities besides APM Terminals to alleviate congestion.*
- **Buchanan:**
 - *Second most viable port with over 16,000 acres of land.*
 - *Opportunities for extending the harbor basin, creating new quays, and developing a container terminal (as it falls outside APM Terminals' 30-mile radius restriction).*
 - *Ideal for logistical shore-based activities.*
- **Greenville:**
 - *Rehabilitation of the existing marginal wall.*
 - *Construction of a liquid bulk terminal to facilitate crude palm oil export for companies like Golden Beryllium, reducing their operational overhead.*
- **Harper:**
 - *Proximity to San Pedro (72 nautical miles) offers potential to alleviate cocoa export congestion there.*
 - *Challenges include a shallow basin (5-7 meters) with bedrock requiring blasting for deeper dredging, necessitating new facility construction rather than renovating the existing private-designed port.*
- **Strategic Gaps & Solutions:**
 - **Challenges:** *Inadequate inland transport, port congestion from truck traffic, and untapped regional transit demand.*
 - **Solution: Ganta Dry Port:**
 - *A proposed "port without water" in Ganta, 10km away and 2km from the railway.*

- *A World Bank study indicates significant cargo traffic for Ganta and neighboring countries like the Ivory Coast and Guinea.*
- *Benefits include reduced truck traffic to Monrovia, decongestion, direct consignment pickup for regional clients, and additional revenue generation.*
- *The NPA has secured the land, with environmental studies pending.*
- ***Investment Models:***
 - *National Initiative: Government-led investment, potentially through grants or loans, with a focus on strategic, long-term returns.*
 - *Public-Private Partnerships (PPP): Options include management agreements, landlord models, or Build-Operate-Transfer (BOT) schemes where a private entity builds, operates for a period (e.g., 25 years), and then transfers ownership to the government.*
- ***Port Autonomy Discussion:***
 - *The speaker argues that port autonomy is not currently feasible as smaller ports (Greenville, Harper) are heavily dependent on Monrovia for financial support and infrastructure.*
 - *A comprehensive port master plan for all four ports, including financial analysis and prospective modeling, should be developed and implemented first to ensure all ports are financially balanced before considering autonomy. Even then, a single governing body would likely remain.*

Presentation 2: State and Future of Liberia's Rail and Waterway Infrastructure

This presentation by the Ministry of Transport highlights the historical context, current state, challenges, and future vision for Liberia's rail and waterway systems.

Main Topic: Rehabilitating and expanding Liberia's rail and waterway infrastructure to unlock economic growth, regional connectivity, and job creation.

Key Points:

- ***Historical Rail Network (1950s-60s):***
 - *Three main lines: Monrovia Port to Mano River (destroyed), Monrovia to Bomi County, and Buchanan Port to Yekepa.*
 - *Line 3 (Buchanan to Yekepa) is currently the most active, primarily used by ArcelorMittal (AML) for iron ore transport (2-3 trips daily).*

- *Historical specifications: 34-ton load capacity, 50 km/hr speed. AML has upgraded 50-60% of wooden sleepers to iron.*
- **Waterways:** *Historically crucial for transportation in areas lacking roads (e.g., Mesurado, Mano, Sinoe, Cestos Rivers), but current infrastructure is severely lacking.*
- **Current Challenges:**
 - *Infrastructure Degradation: Outdated tracks and equipment; Line 1 is destroyed due to encroachment.*
 - *Limited Network Coverage: Rail lines are primarily port-to-mine, limiting access for agriculture and other economic activities, leading to disconnected communities.*
 - *Human Capital Shortage: Limited Liberian technical expertise in rail engineering; heavy reliance on foreign workers. There's a need to invest in training and capacity building, potentially leveraging regional educational institutions.*
 - *Public Safety Issues: Unregulated public use of active rail lines (e.g., "naked rail" for charcoal transport, structures built too close to tracks) leads to accidents and fatalities, requiring urgent government intervention and enforcement.*
- **Vision and Objectives:**
 - *Policy Reform: Revise the national rail policy to promote multi-use (freight, agriculture, and eventually passenger transport).*
 - *Revenue Generation: A multi-user framework will increase revenue streams beyond current single-operator models.*
 - *Regional Connectivity: Establish economic and agricultural corridors by connecting to neighboring countries (Guinea, Sierra Leone).*
 - *Safety and Sustainability: Ensure compliance with international standards.*
- **Potential Investment Opportunities:**
 - *Rail Expansion: Extending existing lines (e.g., Buchanan to Yekepa connecting to Guinea) for diversified economic growth (mining, agriculture export).*

- *Agricultural Corridors: Improved rail access for goods like rubber, palm oil, and cocoa to ports.*
- *Regional Trade Link: Position Liberia as a critical link in regional trade, reducing transport costs and creating local economic opportunities.*
- *Sustainable Development: Promote environmental benefits, rural development, employment, and technical skill training.*
- *Long-term Investment: Rail development is a capital-intensive, long-term endeavor. ECOWAS is working on regional rail connectivity.*
- *Passenger Transportation: While a long-term goal (20+ years) dependent on population growth and increased demand, the immediate focus is on freight transport due to the high investment required for viable passenger systems.*
- *Rail Authority: The President has initiated the establishment of a rail authority to address current challenges and implement future policy frameworks.*

"DAY 5" focuses on the critical need for global partnerships and strategic investment to develop climate-resilient infrastructure in Liberia, while addressing significant challenges to attracting and retaining investment. The discussion highlights the systemic nature of climate risks and the multifaceted issues impeding sustainable development.

Main Topic: The overarching theme is the necessity of collaborative global partnerships to fund and implement climate-resilient infrastructure projects in Liberia, recognizing the country's unique challenges and potential.

Key Arguments and Ideas:

5. The Imperative of Global Partnerships for Climate Resilience:

- *Climate risks are systemic, requiring a collective effort from governments, multilateral development banks, donors, the private sector, research institutions, NGOs, and communities.*
- *The goal is to design, build, and maintain infrastructure (roads, energy, water, urban services) to withstand climate impacts like floods, heatwaves, and sea-level rise.*
- *No single entity possesses all the data, knowledge, or capital to tackle climate resilience alone.*

- *The UN's "Decade of Transportable 2026" is expected to bring significant grant funding for climate adaptation and green growth, which Liberia must capitalize on.*

6. Challenges in Investing in Climate-Resilient Infrastructure in Liberia:

- *High Capital Costs: Making infrastructure climate-resilient (e.g., increasing drainage capacity) can significantly raise project costs (e.g., from 15% to 25-30% of road costs).*
- *Funding Gaps: Liberia lacks sufficient domestic funds and faces difficulties securing external financing for these increased costs.*
- *Data and Knowledge Gaps: Insufficient data and technical expertise hinder effective risk-informed planning and project execution.*
- *Systemic Constraints:*
 - *Corruption: Identified as a major deterrent, increasing project costs and reducing quality.*
 - *Weak Infrastructure: Basic infrastructure deficiencies make further investment challenging.*
 - *Regulatory Inconsistencies & Processing Delays: Protracted approval processes (inter-ministerial, legislative) cause investor frustration and loss of opportunities.*
 - *Political Instability & Lack of Long-Term Vision: Frequent changes in government plans undermine investor confidence and long-term project viability.*
 - *Human Capacity Gaps: A shortage of local skilled labor increases project costs and reliance on foreign experts.*
 - *High Interest Rates: Reflecting the perceived high risk of investing in Liberia, making financing expensive.*
 - *Small Project Size: Major international investors may shy away from projects deemed too small, leading to inflated costs from smaller, less competitive firms.*
 - *Unpredictable Climate: Shifting weather patterns disrupt construction schedules and increase costs due to idle time.*
 - *Lack of Inter-Agency Coordination: Poor coordination among government entities leads to duplications, conflicts (e.g., utilities obstructing road construction), and delays.*

- *Weak Rule of Law: Investors lack confidence in the judicial system for contract enforcement and dispute resolution.*
- *Community Unrest: Lack of early and continuous community engagement can lead to project disruptions and social media misinformation.*
- *Credit Rating: Liberia's international credit rating and high borrowing capacity are concerns for financial institutions and investors.*
- *Resource Concession Agreements: Current agreements are perceived as unfavorable, with Liberia receiving minimal returns from vast natural resources (e.g., 3-4% from gold mining companies earning billions), limiting domestic funding for infrastructure.*

7. Proposed Solutions and Recommendations:

- ***Long-Term National Vision & Legislated Master Plan:*** *Develop and legally enshrine a 10-20year national master plan, ensuring continuity across administrations.*
- ***Risk-Informed Planning:*** *Prioritize critical assets based on comprehensive data and risk assessments.*
- ***Strengthening Institutions & Processes:***
 - *Establish a "one-stop-shop" for investors, centralizing all necessary permits and clearances.*
 - *Develop clear, synchronized "toolkits" outlining investment processes for various sectors with defined timelines.*
 - *Implement institutional reforms to enhance predictability and protect investors.*
 - *Improve the rule of law and judicial system to build investor trust.*
- ***Funding & Resource Mobilization:***
 - *Leverage development banks, global NGOs, and green funds by aligning projects with their climate/green fund priorities.*
 - *Conduct thorough donor and stakeholder mapping.*
 - *Explore issuing government bonds domestically to raise local resources.*

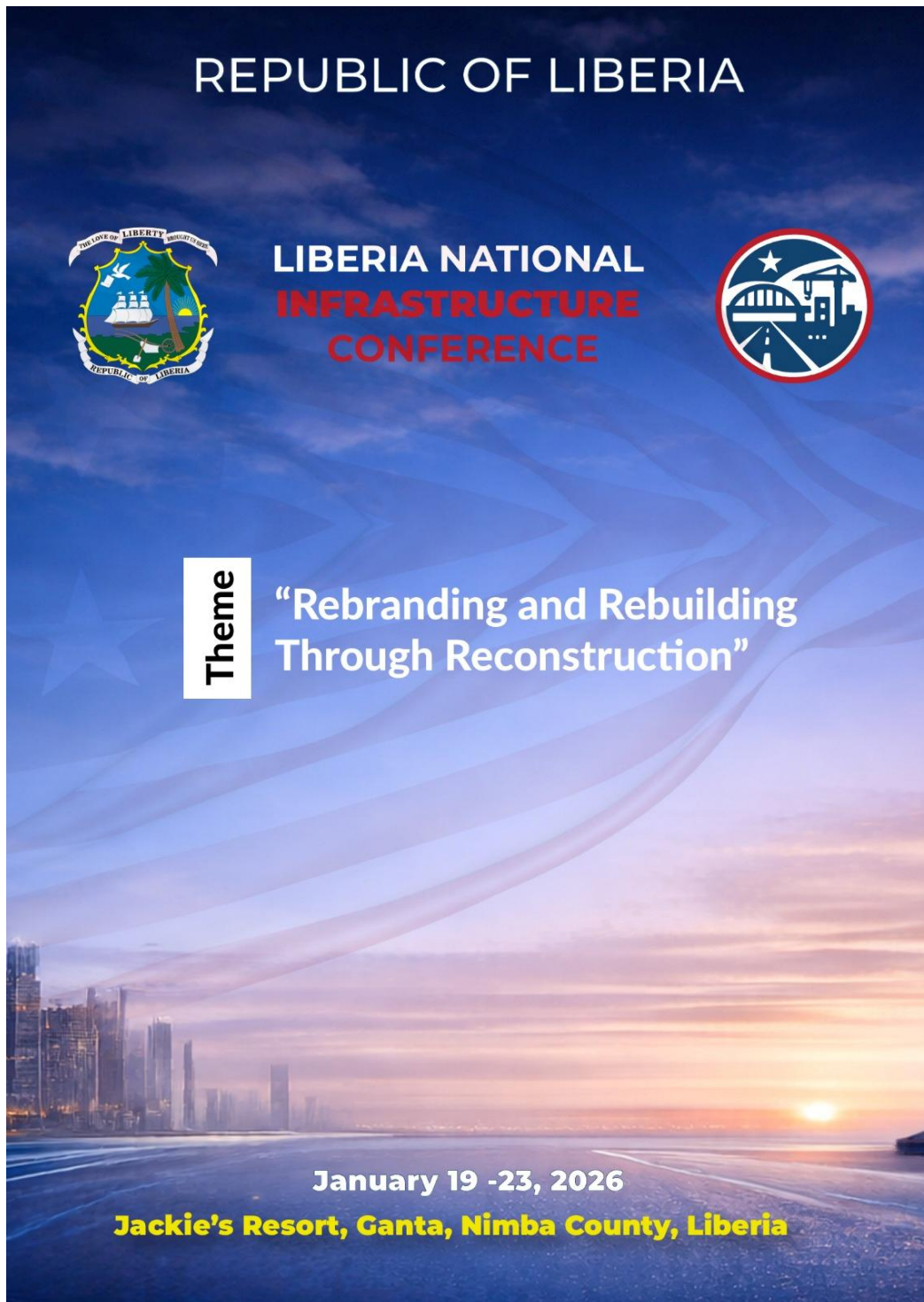
- *Revisit and reform forestry and mining concession agreements to maximize national revenue.*
- **Local Capacity Building & Collaboration:**
 - *Quantify national resources (e.g., mining) to strengthen negotiation positions.*
 - *Encourage local consultants and contractors to form joint ventures to increase capacity and competitiveness.*
 - *Invest in human capacity development in various investment areas.*
 - *Prioritize Liberian businesses for certain works and offer tax incentives.*
- **Project Design & Execution:**
 - *Package projects strategically to attract larger, more competitive investors.*
 - *Utilize appropriate construction materials and techniques, possibly locally sourced, for durability in local climate conditions.*
 - *Integrate wetland restoration and drainage solutions into road construction for resilience.*
 - *Improve road safety features (line markings, directional signs, off-road parking).*
- **Community Engagement & Communication:**
 - *Conduct extensive and early consultations with communities to foster ownership and mitigate unrest.*
 - *Disclose project details, costs, and timelines publicly (e.g., via billboards).*
- **Inter-sectoral Coordination:**
 - *Establish an inter-ministerial/inter-sectoral working group on climate and resilience to coordinate efforts across finance, infrastructure, community, and private sectors.*
- **Regular Conferences:** *Host infrastructure conferences regularly (e.g., every 2-3 years) to review progress, share lessons learned, and set future agendas.*
- **Economic Diplomacy:** *Focus on economic diplomacy to improve Liberia's credit rating and investment confidence.*

- **Digitization:** Move processes online to minimize human contact and reduce opportunities for corruption.

Conclusion: The conference highlighted a strong consensus on the challenges facing Liberia in infrastructure development and investment, particularly concerning climate resilience. The speakers and audience emphasized the critical need for political will, institutional reform, inter-agency coordination, local capacity building, and strategic engagement with both international and domestic partners to unlock Liberia's potential and ensure sustainable growth.

Annex 3: Conference Agenda & Website

Annex 3.1: Conference Agenda





Infrastructure is central to Liberia's economic recovery, social development, and long-term resilience. As the backbone of national growth, investments in roads, energy, housing, digital connectivity, water, and transport systems are critical to improving livelihoods, attracting investment, and strengthening regional integration. In a post-war context, infrastructure development also represents a powerful pathway for rebuilding institutions, restoring confidence, and advancing inclusive national progress.

This conference brings together government leaders, development partners, private-sector actors, engineers, and policy experts to assess current challenges and chart a coordinated path forward. Through focused discussions on policy, financing, public-private partnerships, and climate-resilient solutions across key sectors, the conference aims to foster collaboration, unlock investment opportunities, and lay the foundation for sustainable and people-centered infrastructure development in Liberia.

Background

Liberia is at a critical juncture, poised to leverage infrastructure development as a pathway to sustainable economic growth and improved living standards. Despite abundant natural resources and a youthful population, Liberia faces persistent challenges in urban planning, energy access, road connectivity, water & sanitation systems, ICT penetration, and climate adaptation.

Liberia's journey over the last two decades reflects its resilience in overcoming significant adversities, including a 14-year civil war (1989–2003), the Ebola Virus Disease (EVD) epidemic (2014–2016), and the global COVID-19 pandemic (2020–2022). Each of these crises not only highlighted the vulnerabilities in Liberia's infrastructure and social systems but also emphasized the urgent need for transformative, inclusive, and sustainable development.

Given the importance of the Sustainable Development Goals (SDGs) and Africa's Agenda 2063, Liberia has undertaken several strategic initiatives to build a resilient society. The current ARREST Agenda—focused on Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism—serves as a critical framework for national development. It emphasizes building robust infrastructure, promoting good governance, and enhancing access to essential services. Through this agenda, Liberia aims to address systemic challenges, create economic opportunities, and achieve inclusive growth, aligning its efforts with both regional and global development priorities.

Today, Liberia aims to address systemic challenges of inadequate infrastructure, climate vulnerability, and socioeconomic inequalities by improving and fostering inclusive growth and ensuring a sustainable future for all its citizens.

Urban areas like Greater Monrovia grapple with unplanned growth, insufficient housing, and poor water and sanitation systems, while rural communities remain disconnected and underserved.

This conference seeks to find a bold vision for Liberia's infrastructure development, aligning with Africa's Agenda 2063, the SDGs, and the ARREST Agenda for Inclusive Development. By focusing on spatial development, energy, roads, water and sanitation, ICT, and climate resilience, the document underscores a transformative approach to address infrastructure gaps, foster sustainable growth, and promote socioeconomic equity across the nation.

Message from His Excellency, the President of the Republic of Liberia



Infrastructure remains the backbone of economic transformation, social inclusion, and national resilience. Roads, bridges, energy systems, water supply, housing, and public facilities are not merely physical assets; they are strategic enablers of productivity, private sector growth, and improved quality of life for our people.

Our national vision recognizes that sustainable infrastructure development must be deliberate, inclusive, and forward-looking. As we advance the ARREST Agenda and align with Africa Agenda 2063 and the Sustainable Development Goals, Liberia must transition from fragmented interventions to coordinated, resilient, and climate-conscious infrastructure systems. This requires strong institutions, sound policy frameworks, and disciplined execution.

This National Infrastructure Conference provides a critical platform for collective reflection and action. It brings together government leaders, development partners, professionals, the private sector, academia, and the Liberian diaspora to assess progress, identify gaps, and define a shared pathway for infrastructure delivery. Through structured dialogue and technical engagement, this conference aims to translate national priorities into bankable projects, implementable policies, and measurable outcomes.

My administration remains committed to improving coordination across institutions, strengthening governance, and ensuring that public investments deliver value, durability, and impact. We recognize the importance of innovation, technology, and partnerships in driving efficiency and transparency. Equally, we remain committed to safeguarding environmental and social standards so that development is sustainable and inclusive.

I commend the Ministry of Public Works and all partners for their leadership in convening this historic conference. I urge all participants to engage with purpose, professionalism, and a results-driven mindset. Let this gathering mark a turning point from aspiration to action, and from planning to delivery, as we collectively build a stronger and more resilient Liberia.

H.E. Joseph Nyuma Boakai, Sr.
President of the Republic of Liberia

Message from the Vice President of the Republic of Liberia

Liberia's long-term development prospects are directly linked to the quality of its infrastructure planning, financing, and implementation. Infrastructure must be designed not only to meet today's needs but to support future growth, resilience, and competitiveness.

This National Infrastructure Conference comes at a critical moment. It provides an opportunity to candidly examine existing systems, assess institutional capacity, and strengthen coordination among stakeholders. It also creates space to rethink how infrastructure supports agriculture, education, sanitation, tourism, and economic diversification in a rapidly changing global environment.



The success of this conference will be measured by the clarity of priorities, the strength of partnerships, and the commitment to implementation. Our focus must remain on practical solutions that strengthen national systems, promote accountability, and deliver tangible benefits to communities across Liberia.

H.E. Jeremiah Kpan Koung Sr.
Vice President of the Republic of Liberia

Message from the Speaker of the House of Representatives, Republic of Liberia



Infrastructure development is a national responsibility that demands strong policy direction, effective oversight, and prudent management of public resources. The Legislature remains committed to enabling frameworks that promote transparency, efficiency, and equitable development.

This National Infrastructure Conference offers an important opportunity for lawmakers to engage with technical experts, implementing institutions, and development partners. Such engagement strengthens the connection between legislation, budgetary decisions, and real-world outcomes.

As Liberia advances its infrastructure agenda, the House of Representatives stands ready to support policy-based reforms and initiatives that enhance coordination, protect public interest, and ensure sustainable national development.

Hon. Richard Nagbe Koon
Speaker, House of Representatives

Message from the President Pro-Tempore of the Senate, Republic of Liberia



Sustainable infrastructure development requires policy consistency, disciplined execution, and continuity across political cycles. Infrastructure investments shape Liberia's economic resilience and social stability for generations to come.

This conference provides a structured platform to assess challenges, share lessons, and generate practical recommendations that can inform legislation, national planning, and institutional reform.

The Senate remains committed to supporting infrastructure initiatives that strengthen governance, enhance accountability, and align national development priorities with long-term sustainability.

Hon. Nyonblee Karnga-Lawrence
President Pro-Tempore, Liberian Senate

Message from the Minister of Public Works, Republic of Liberia

Liberia is entering a defining phase of national reconstruction, where resilient, inclusive, and climate-responsive infrastructure will drive economic growth and social progress. The Ministry of Public Works is advancing this agenda through expanded all-weather roads, strengthened bridges, improved drainage and sanitation, and integrated infrastructure development nationwide.

This Conference affirms Liberia's commitment to rebuilding and rebranding in alignment with the ARREST Agenda for Inclusive Development, Africa's Agenda 2063, and the Sustainable Development Goals. It highlights the importance of infrastructure investments that deliver tangible outcomes—economic stability, safer communities, improved mobility, job creation, and inclusive opportunity—while embedding sustainability and climate resilience.

The Forum brings together key national and international stakeholders to strengthen collaboration, mobilize resources, and translate shared vision into people-centered infrastructure. The Ministry of Public Works remains committed to turning strategic dialogue into lasting implementation that supports livelihoods and national development for generations.



Roland Layfette Giddings
Minister of Public Works/RL

Profile of Keynote Kenneth Gilbert Adjei
Minister for Works, Housing and Water Resources, Republic of Ghana



Kenneth Gilbert Adjei is Ghana's Minister for Works, Housing and Water Resources, appointed in February 2025. He previously served as Deputy Minister of Defense from 2012 to 2017, where he contributed to strengthening Ghana's national security architecture and inter-agency coordination.

Kenneth brings a systems-driven, risk-aware approach to public service leadership, shaped by experience across defense, finance, and strategic policy environments. His career reflects a consistent commitment to institutional reform, resilience-building, and sustainable development in critical national sectors.

Since assuming office as Minister for Works, Housing and Water Resources, he has focused on advancing policy coherence, strengthening sector governance, and aligning infrastructure delivery with Ghana's long-term economic, social, and environmental objectives. His leadership emphasizes accountability, modernization, and collaboration across government, the private sector, and international partners.

Kenneth's ministerial priorities include improving housing delivery frameworks, strengthening oversight in the built environment, enhancing water security, and embedding climate resilience into public infrastructure planning. He continues to champion policies that respond to rapid urbanization, climate pressures, and infrastructure deficits while ensuring value for money and long-term sustainability.

He holds a Master of Arts in Peace, Security and Intelligence Management from the University of Professional Studies, Accra (UPSA), an Executive MBA in Marketing from the University of Ghana Business School, and a Bachelor of Science degree in Marketing from the Ghana Institute of Management and Public Administration (GIMPA). His background in finance and insurance has strengthened his expertise in risk management, strategic planning, and institutional governance.

Kenneth Gilbert Adjei believes in service with honor and distinction and represents a leadership profile that bridges security, development, and governance, positioning Ghana as a credible partner in global conversations on infrastructure, housing, and water sustainability.

A handwritten signature in blue ink that reads "Kenneth Gilbert Adjei".

Conference Objective

This conference brings together government leaders, development partners, private-sector actors, engineers, and policy experts to exchange ideas and discuss infrastructure development challenges, innovation, policy, financing, public-private partnerships, and climate-resilient solutions across key sectors. It aims at fostering collaboration, unlocking investment opportunities, and laying the foundation for sustainable and people-centered infrastructure development in Liberia.

Conference Thematic Areas



Spatial Development & Urban Planning (land use, zoning, GIS, slum upgrading, etc.)
Housing & Social Infrastructure (affordable housing, schools, health)

1



Energy & Transport (Renewables, WAPP, Air & Sea Ports, Roads, Bridges, Rural access, Traffic Management & Safety)

2



Building resilient infrastructure, enhancing road connectivity, and integrating climate change (Codes, Green-gray solutions, Nature-based approaches)

3



Water, Sewer & Sanitation (WASH)
(Solid waste, Sewer systems, Open defecation)

4



Telecommunications & Digital Connectivity
(Broadband, e-gov, Rural service)

5

7

NATIONAL ORGANIZING COMMITTEE



Hon. Roland Lafayette Giddings
Minister/Ministry of Public Works
Chairman



Hon. Jocelia Jaywloh Taplah
Ministry of Public Works
National Coordinator

Program Committee

- Hon. Samuel Nagbe, Rural Renewable Energy Agency (RREA), Chairman
- Senesee Hemoh, RREA - Co-Chair
- Duwor Corvah, Liberia Electricity Corporation (LEC) - Co-Chair
- Hon. Fahnseth B. Mulbah, Ministry of Mines and Energy (MME)
- Henry C. Nah, Sr., Liberia Telecommunication Authority (LTA) - Co-Chair

Publicity and Media Committee

- Hon. Johnny Tarkpah, Ministry of Information (MOI) Chairman
- Hon. Daniel Sando, MOI
- Dax Sua, MOI
- Jarsea Burphy, LTA
- Jamba K. Keita, MME
- Courage J.F.T. Chileegbo, Ministry of Posts and Telecommunications (MPT)
- Perau Thumnjay O. Nagba, LTA
- Hon. Emmanuel Fred, MPT

Logistics and Hospitality Committee

- Hon. Robert E. Wilson, General Services Agency (GSA), Chairman
- Mulbah G. Gwesa Sr., National Port Authority (NPA)
- Peter P. Nelson, National Transit Authority (NTA)
- Fred W. Nimely, NTA
- Glaymehn Turay, NTA
- John Willy Moore, NTA
- Dawoda S. Bility, NPA
- Omega Brown, GSA
- Fransco Dutor, GSA
- Prince S. Lekpah, GSA
- Fritc Padmore, GSA
- Robert E. Wilson, GSA

NATIONAL ORGANIZING COMMITTEE

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- Hon. Andrew N. Ngolloe, MFDP
- Hon. Gabriel H. Salee, Ministry of Foreign Affairs (MFA)
- Hon. Mohammed Ali, Liberia Water and Sewer Corporation (LWSC)
- Hon. Patrick N. Sandikie, LWSC
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- Solome T. Paye, LWSC
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- Ali Kaba, LLA
- Margo Cooper Korkoya, LLA
- James O. Gaygay, National Investment Commission (NIC)
- Joseph S. Bonda, LWSC
- J. Albertha Joe, LWSC
- Mohammed M. Kwenah, MFDP
- R. Baiyezenah W. Brown, Environmental Protection Agency (EPA)
- Luther G. Mitchell, National Housing Authority (NHA)

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- Bobby Fredrick Nyekan, MPW
- Paul B. Karmon, MPW
- Lisa S. Swee, MPW
- Juceemah B. Turkett, MPW
- Saffiyatu Massaquoi, MPW
- Everlyn Davis, MPW
- Edwin Sarpong, MPW

Protocol

- Albertine B. Crayton, MFA
- Jevons Kawala, MFA
- Foday S. Kawoda, MFA



The National Organizing Committee brings together the expertise, leadership, and vision driving this conference forward



CONFERENCE PROGRAM

Day 1:

Monday, Jan 19, 2026

January 19 - 23, 2026 | Jackie's Resort | Ganta, Nimba County



Thematic area:

Spatial Development & Urban Planning Housing & Social Infrastructure

Day 1 sets the tone for the conference with an opening ceremony featuring addresses from key leaders. The focus will then shift to spatial development and housing, highlighting the importance of urban planning and sustainable living solutions.



"Rebranding and Rebuilding Liberia Through Reconstruction"

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Day 1:



LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE

Official Opening Ceremony & Plenary - Main Conference Hall

Time	Activity
7:00 AM - 8:15 AM	Breakfast
8:15 AM - 9:30 AM	Registration and Networking
9:30 AM - 11:30 AM	Opening Ceremony
	I. National Anthem II. Invocation - Senesee Hemoh, RREA III. Introductory Remarks - Esther Javillie-Keah IV. Host County Remarks - Nimba County Superintendent (Kou Meapeh Gono)
	-Welcome Address by the Conference Chairperson, Minister of Public Works (Hon. Roland Lafayette Giddings)
	-Remarks by Acting Finance Minister (Hon. Anthony Myers)
	-Introduction of the Keynote Speaker by Gehnyea Yai Gbeanquoi, Environmental Engineer/MPW Keynote Speaker: Hon. Kenneth Gilbert Adjei, Minister for Works, Housing and Water Resources of the Republic of Ghana "Rebranding and Rebuilding Liberia Through Reconstruction"
	Remarks: Doyen of the Diplomatic Corps The United States of America The People's Republic of China The Republic of Japan ECOWAS The European Union UNRC UNDP The World Bank Group African Development Bank
	Special Address and Official Opening of the Conference by His Excellency Joseph Nyuma Boakai, Sr., President of the Republic of Liberia
11:30 AM - 12:00 AM	Group Photographing and Exhibitor Showcase/Coffee Break
12:00 PM - 01:00 PM	Lunch Break
	Plenary 1
	Moderator: Mr. Christian Cleon
01:00 PM - 01:45 PM	Legal Framework on Infrastructure Spatial Development as a Pillar for National Growth Panelists: Urban Planners, Regional Development Experts, Policy Makers Questions and Answers
	Presentations
01:45 PM - 02:00 PM	<i>Leveraging Technology, Geospatial Intelligence & Digital Engineering to Accelerate Liberia's Infrastructure Delivery, LMK Geospatial Services, A Member of LITCON</i>
02:00 PM - 02:15 PM	<i>A National Framework for Sustainable Urban Development, Winnerford Prout Richards</i>

"Rebranding and Rebuilding Liberia Through Reconstruction"

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Day 1:



LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE

Official Opening Ceremony & Plenary - Main Conference Hall

Plenary 2	
<i>Moderator: David Seward</i>	
02:15 PM - 3:00 PM	Session on Housing and Social Infrastructure Rebuilding and Reconstructing Damaged Infrastructure Urban Design Strategies for Liberian Cities Developing Spatial Master Plans for Rural Development
3:00 PM - 3:15 PM	Coffee Break
Presentations	
03: 15 PM - 03:30 PM	The Missing Spatial Blueprint: How the Absence of a National Land Use Plan Undermines Liberia's Infrastructure Development, Climate Resilience, and Sustainable Growth, Mr. Christian Bobby Cleon LLA
03:30 PM - 03:45 PM	The Role of Land Governance in Advancing Sustainable Infrastructure Development in Liberia, Mr. Tom-Wesley Korkpor, LLA
03: 45 PM - 04:00 PM	<i>Spatial Development: A Pillar of National Growth in Liberia</i> , Jusu Wendell Holmes
Plenary 3	
<i>Moderator: Kenneth Yao Awadjie</i>	
04:00 PM - 04:45 PM	Housing and Social Infrastructure Plenary Affordable Housing Solutions for Urban and Rural Communities <ul style="list-style-type: none"> - Interactive Discussion - Social Infrastructure: Building Schools and Healthcare Facilities - Interactive Discussion/ Survey Questionnaire
END OF DAY 1	

Moderators



Mr. David M. Seward

Mr. David M. Seward is a Public Administration lecturer at the University of Liberia, with advanced training in public policy, management, and international business. He holds multiple master's degrees from Peking University and Beijing Technology and Business University and is a PhD candidate at Huazhong University of Science and Technology.

Emmanuel Chedeh Davis is the Assistant Director for Communications and Outreach at the Liberia Land Authority, leading nationwide public awareness and citizen engagement on land rights and land governance. He is recognized for leading Liberia's first nationwide land awareness campaign and translating land laws and reforms into clear, accessible messaging for communities and stakeholders.



Emmanuel Chedeh Davis



Arch. Kenneth Yao Awadjie

Arch. Kenneth Yao Awadjie is a veteran Liberian architect with over 45 years of experience in architectural design and public service. He trained at Stella Maris Polytechnic and the William V. S. Tubman College of Technology, with additional certification in green building and project management.

He served 26 years at the Ministry of Public Works, retiring as Chief Architect, and currently serves as Director of Institutional Development and Planning at the University of Liberia. He is a member of the Liberia Institute of Architects and has designed several landmark projects across Liberia.

“*Experienced moderators lead Day One conversations, shaping the framework for collaboration and action throughout the conference*”

Speakers/Presenters/Panelists



Mr. Afwata Jacob

Mr. Afwata Jacob is a Kenyan expert in trade, investment, and cross-border regulation, serving as Managing Director of McDan & Company and Secretary General of the African Academy of Engineering. He advises African and Chinese enterprises on regulatory compliance and investment strategy, with advanced legal and public policy training from China, Russia, and India.

Mrs. Esther Lodugnon is a Principal PPP Advisory Specialist at the African Development Bank, supporting governments in structuring bankable infrastructure projects. Formerly Secretary - General of Côte d'Ivoire's PPP Unit, she has extensive finance and advisory experience from HSBC, GE Capital, and EY, and is a graduate of HEC Paris.



Mrs. Esther Lodugnon



Hon. Jeff B. Blibo

Hon. Jeff B. Blibo is Chairman and CEO of the National Investment Commission of Liberia, driving investment, economic growth, and job creation. He holds a BSc in Engineering and an MBA, with 15+ years of entrepreneurial experience in Liberia, Africa, and the U.S. financial sector.

Florence Kateka Geegbae is Managing Director of the National Housing Authority of Liberia, with 26+ years of experience in public administration, development, and international cooperation. She has held senior roles in government and international institutions, including the World Bank, and is recognized for her leadership in housing, governance, and sustainable community development.



Florence Kateka Geegbae



Arch. Joe Gene Mulbah

Arch. Joe Gene Mulbah is a Liberian architect, project manager, and entrepreneur, founder of Musons Group Inc., leading post-war reconstruction and youth empowerment initiatives. A member of the Liberia Institute of Architects, he combines expertise in architecture, project management, and business, and is also an author and tourism advocate.

“Rebranding and Rebuilding Liberia Through Reconstruction”

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Speakers/Presenters/Panelists



Engr. Jusu Wendell Holmes

Engr. Jusu Wendell Holmes is an infrastructure engineer with 15 years' experience in project design, management, and policy reform. Formerly Infrastructure Team Lead for USAID Liberia, he has led energy, roads, and WASH projects supporting health, education, and inclusive economic growth.

Winnerford Richards is a project manager and architect with 15+ years' experience in design, construction, and infrastructure development. He holds a Master's in Architecture and has led major housing, health, and infrastructure projects in Liberia and internationally.



Winnerford Richards



B. Garmondy Zogar

B. Garmondy Zogar is an architect, urban planner, and sustainability specialist with over 17 years of experience managing 350+ infrastructure projects in Liberia, with a focus on climate resilience and community-centered design. A Certified Development Project Manager and Chevening Scholar, he collaborates with multilateral partners including the UN, World Bank, MCC, and EU.

Mr. Christian Cleon is a land and natural resources specialist with expertise in land-use planning, governance, and landscape restoration. He serves as Technical Advisor for Land Use Planning with the Royal Society for the Protection of Birds under the GEF-FOLUR Project in Northwest Liberia, supporting biodiversity conservation.



Mr. Christian Cleon



Mr. Tom Wesley Korkpor

Mr. Tom Wesley Korkpor is a Liberian professional with international experience, holding an MSc in Spatial Planning with Environmental Assessment from the University of Dundee and a BSc in Business Administration from Towson University. He is a detail-oriented, deadline-driven leader with strong communication and team-building skills, and currently serves as Director for Land Use and Management at the Liberia Land Authority.

CONFERENCE PROGRAM

Day 2:

TUESDAY, JAN 20, 2026

January 19 - 23, 2026 | Jackie's Resort | Ganta, Nimba County



Thematic area:

**Energy, Telecommunication, and
Water and Sanitation**

The discussion is focusing on leveraging partnerships to improve the energy, telecommunication, and water infrastructure sectors as key drivers of Liberia's economic growth and regional integration.



"Rebranding and Rebuilding Liberia Through Reconstruction"

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Day 2:



LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE

Time	Activity
7:00 AM – 8:15 AM	Breakfast
8:30 AM – 9:00 AM	Recap of Day 1 and Agenda Overview for Day 2
Plenary 1	
Moderator	Engr. Daniella Ngarambe
9:00 AM – 10:00 AM	<p>Energy Infrastructure as Catalysts for Economic Growth Financing Liberia Energy Project: The Role of Partnership, Collaboration, and Regulatory Support towards Liberia’s Energy Compact Mission 2030</p> <ul style="list-style-type: none"> • Private Public Partnership and Investment in the Energy Sector • Development Partner Financing
Plenary 2	
10:01 AM – 10:45 AM	<p>Domestic investment in the energy sector</p> <ul style="list-style-type: none"> • Concession <p><i>Panelists: Energy Experts, Economists, Sustainable Development Experts, Government Officials, International Partners, Civil Society, and Experts on Concession</i></p>
10:45 AM – 11:00 AM	Coffee Break
Plenary 3	
Moderator: Engr. Aaron Mineen	
11:00 AM – 11:55 PM	<p>Session on Expanding Access to Energy in Liberia: Powering Liberia’s Future: Energy Access, Energy Security, and Sustainable Development</p> <p><i>Panelists: Energy Experts, Economists, Sustainable Development Experts, Government Officials, International Partners, Legal Experts</i></p>
Questions & Answers	
12:00 PM – 1:00 PM	Lunch Break
Plenary 4	
Moderator: Clr. Angelique Weeks	
1:00 PM – 2:55 PM	<p>Panel Discussion- Investment in ICT Infrastructure: Critical Digital Infrastructure and Innovative Financing Methods for Economic Development</p>
Questions & Answers	
Plenary 5	
Moderator: <i>Karl R. Smith</i>	
2:00 PM – 3:55 PM	<p>Sessions: Enhancing Liberia’s Digital Connectivity: From Infrastructure to Impact (Platforms, Services, and the Digital Economy)</p> <p><i>Panelists: Regulators, Private Sector Players, Telecommunication Experts, Legal Experts</i></p>
Plenary 6	

Day 2:



LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE

Plenary 6
Moderator: Mr. Henry W. Benson
Roundtable: Future Trends in Telecommunication: Enabling ICT Investment for Economic Transformation
Plenary 7
Presentation: <i>Cost-Benefit Analysis of Investing in WASH, Chuchu Kordor Selma</i>
Moderator: Archie A. Wilson
Roundtable: <ul style="list-style-type: none">• Presentation on Investment in Water and Sanitation• Connecting Stakeholders in Infrastructure Development for Water and Sanitation
END OF DAY 2

Moderators

Engr. Daniella Ngarambe is a research analyst at the African School of Regulation, specializing in energy regulation, policy, and stakeholder coordination across Africa and Europe. She holds a Master's in Electrical and Computer Engineering and is passionate about climate justice and equitable energy access.



Engr. Daniella Ngarambe



Engr. Aaron Mineen

Engr. Aaron Mineen is a Senior Electrical Engineer and Software Developer with 10+ years' experience in power systems, renewable energy, and digital infrastructure in Sub-Saharan Africa. Based at NRECA International Liberia, he leads renewable energy mini-grid projects and develops software solutions to improve utility operations and rural electrification.

Karl R. Smith is a technology executive and digital transformation strategist with over 20 years of experience delivering complex ICT programs across government, private sector, and development sectors. As CTO and Partner at MWETANA Consulting & Technology Group, he leads engineering, innovation, and strategic technology initiatives, driving Liberia's digital transformation and building resilient national platforms, holding a Master's in Advanced Computer Science from the University of Leicester.



Karl R. Smith



Cllr. Angelique Weeks

Cllr. Angelique Weeks is a transactional attorney and consultant with over 35 years of legal, regulatory, administrative, stakeholder engagement and management experience in the USA and Liberia. She previously served the Liberian Government as Acting Chair of the Liberia Electricity Commission, Chair of the Board of Commissioners of the Liberia Telecommunications Authority, Chief Legal Officer and Principal Deputy Commissioner at the Bureau of Maritime Affairs, and Chief Legal Counsel at the Ministry of Finance.

Mr. Henry W. Benson is Chairman and CEO of the Cable Consortium of Liberia and an ICT infrastructure and policy expert with 20+ years' experience across Africa, Asia, and the U.S. He previously served as Commissioner for Engineering at the Liberia Telecommunications Authority and has worked with the World Bank and USAID.



Mr. Henry W. Benson

Speakers/Presenters/Panelists

Hon. Sekou M. Kromah is Liberia's Minister of Posts and Telecommunications and Postmaster General, leading digital and postal modernization, including the National Digital Postal Address System. A mathematics graduate, he previously served as Liberia's first CIO and held senior roles at the Liberia Telecommunications Corporation and MICAT.



Hon. Sekou M. Kromah



Hon. Mohammed Ali

Hon. Mohammed Ali is Managing Director of the Liberia Water and Sewer Corporation, leading efforts to expand safe water access, modernize infrastructure, and strengthen institutional capacity. He has prior experience with the Ministry of Finance's WASH Unit and WaterAid Liberia.

Mohammed Sherif is Managing Director of Liberia Electricity Corporation (LEC) and an infrastructure and power transmission specialist with 15+ years' experience. He previously led TRANSCO CLSG, delivering a 1,303 km multinational transmission line connecting Côte d'Ivoire, Liberia, Sierra Leone, and Guinea, benefiting over 20 million people.



Mohammed Sherif



Hon. Charles Umehai

Hon. Charles Umehai serves as Deputy Minister for Energy at the Ministry of Mines and Energy of Liberia. He has over 24 years of experience spanning exploration geology, mining, environmental management, and energy facilities planning, with senior roles at BHP Billiton West Africa and ArcelorMittal.

Hon. Thomas Z. Gonkerwon- Hon. Thomas Z. Gonkerwon serves as Deputy Managing Director for Operations at the Liberia Electricity Corporation. He has over 30 years of experience in power system operations, maintenance, and project execution across both the public and private sectors. His career reflects extensive technical and managerial expertise in the electricity industry, contributing to the reliable delivery of power services in Liberia and the sub region



Thomas Z. Gonkerwon

Speakers/Presenters/Panelists

Mr. Bassa Calvin Fasial is the Chairman and CEO of the BASCON Group, leading a pan-African enterprise specializing in public works, energy, and infrastructure with a strong focus on sustainable development and territorial modernization. Under his leadership, BASCON operates in over 15 African countries and collaborates with a South African government-linked consortium to deliver major projects of economic and social impact



Mr. Bassa Calvin Fasial



Dr. Sener Salci

Dr. Sener Salci is a PPP and energy investment specialist at the African Development Bank, managing cross-border power projects and advising on bankability and PPP structuring. He holds a PhD in Economics and a postdoctoral fellowship, with experience in investment analysis and executive teaching.

Engr. Thomas Rwahama is an Energy and Sustainability Engineer with 10+ years' experience in power and renewable energy projects across Africa. He is a Senior Power Engineer at the African Development Bank, specializing in project development, PPPs, and energy investment, with previous leadership roles in UNOPS, SEforALL, and Rwanda's energy sector.



Engr. Thomas Rwahama



Johanna Leblanc

Johanna Leblanc is a U.S. national security and foreign affairs expert, Partner at Adomi Advisory Group, and Adjunct Professor at Howard University. She advises on trade, sanctions, and strategic policy, and holds advanced degrees in law and public administration, including an honorary doctorate from Bethune-Cookman University

Mr. Tony Tiyou is Founder and CEO of Renewables in Africa, driving clean energy deployment and advising governments, investors, and private-sector leaders. Since 2016, he has built a leading renewable energy platform in Africa and is a recognized speaker and author on energy access and climate finance.



Mr. Tony Tiyou

“Rebranding and Rebuilding Liberia Through Reconstruction”

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Speakers/Presenters/Panelists

Prof. Ayodeji S. O. Ogunjuyigbe is a Professor of Electrical Engineering at the University of Ibadan and leads the Power, Energy, Machines, and Drives Research Group. With 25+ years' experience, he is a COREN-registered engineer, widely published scholar, and consultant advancing renewable energy, power systems, and energy access across Africa.



Prof. Ayodeji S. O. Ogunjuyigbe



Ms. Janet Samantha Francois is Managing Director of Renovess, with 27+ years' experience leading complex energy, buildings, and infrastructure projects worldwide. She has held senior roles at Mott MacDonald and Gardiner & Theobald, with expertise in contracts, procurement, and project delivery across multiple regions.

Janet Samantha Francois

Hon. Nicholas N. Johnson is Assistant Minister for Technical Services at Liberia's Ministry of Posts and Telecommunications, leading national ICT initiatives and serving as Liberia's ECOWAS e-Government focal point. He holds a Master's in International Business and a BSc in Economics.



Hon. Nicholas N. Johnson



Mr. Sheikh Sheriff is Liberia's Chief Information Officer, leading digital transformation, e-government, and national cybersecurity initiatives. With 13+ years of U.S. corporate experience, he also contributes to the ECOWAS E-Government Framework.

Mr. Sheikh Sheriff



Engr. Dadley D. Toe is an infrastructure engineer and project manager with 16+ years of experience in energy, WASH, and construction projects. He is President of WAFEO and Project Manager for Liberia's World Bank-funded electricity project, and a PMP-certified Mandela Washington Fellow with expertise in risk, quality, cost, and contract management.

Engr. Dadley D. Toe

Speakers/Presenters/Panelists

Hon. Clarence K. Massaquoi is Chairperson of the Liberia Telecommunications Authority, overseeing ICT regulation, broadband expansion, and digital inclusion. A former legislator, he brings expertise in regulatory, investment, and regional governance and holds an MSc in Finance.



Hon. Clarence K. Massaquoi



Mr. Bliidi Elliott

Mr. Bliidi Elliott is Director of Strategy at the Liberia Telecommunications Authority, with 15+ years' experience in telecoms policy, regulation, and infrastructure. He played a key role in Liberia's first sub-sea fiber optic cable and now leads ECOWAS free roaming and other strategic initiatives.

Dr. Joseph Ofashi Emeshili is Head of the Spectrum Planning Unit at Nigeria's Communications Commission, with 25+ years' experience in telecoms, broadcasting, and satellite services. He chairs WATRA's Infrastructure Development Working Group, serves as Africa's coordinator for ITU Agenda Item 1.14, and is a recognized engineer, speaker, and researcher.



Dr. Joseph Ofashi Emeshili



Engr. Sahr Momodu Sewah

Engr. Sahr Momodu Sewah is Director of Engineering and Infrastructure at the National Communications Authority and Chair of the ATU Internet Resilience Framework Working Group. With 24+ years' experience, he has led major regional telecom projects, including the 590 km ECOWAN fiber backbone, and holds degrees in Electrical Engineering and an MBA.

Chuchu Kordor Selma is an international development professional with over 20 years of experience across West Africa, including 14+ years with WaterAid and seven years as Country Director in Liberia, leading major donor-funded WASH and development programs. He holds a BSc, MBA, and PMP certification and serves on the Orange Liberia Foundation Board and the Global Executive of WaterAid International.



Chuchu Kordor Selma

"Rebranding and Rebuilding Liberia Through Reconstruction"

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Speakers/Presenters/Panelists



Caesar Morris

Caesar Morris is an IT leader with over 18 years of experience, serving as Chief Technology Officer at Allbright and co-founder of innovative platforms advancing e-commerce and regional travel across West Africa. He holds a BBA, multiple international IT certifications, is completing an MSc in Information Technology with a focus on cybersecurity, and serves as Interim President of the Liberia Technology Consortium (LITCON).

Nell Nanue Paye is a visionary TOGAF Certified Business Architect, Google Cloud Architect, and the Founder and Managing Director of Wonyi Strategic Consulting. With over 15 years of experience in consumer-centric cloud solutions and agile transformation, Nell has established herself as a leading expert in bridging the gap between sophisticated technology and human-centric impact strategy.



Nell Nanue Paye



Sekou Keita

Sekou Keita is a forward-thinking executive and strategist with over 20 years of experience in financial services, public policy, and innovation leadership, specializing in digital transformation and sustainable development. He has led high-impact initiatives like the Liberia Technology Summit and continues to drive national progress in AI, e-governance, data sovereignty, and inclusive digital growth.

Mulbah Zaza is a development leader and financial expert in Liberia, serving as Senior Manager of the Orange Digital Center, where he oversees digital skills programs across the MEA region. With two decades of experience, including expanding Orange Money Liberia, he focuses on bridging digital education and job creation, holding an MBA in Finance and driving sustainable national progress.



Zaza Mulbah

CONFERENCE PROGRAM

Day 3:

WEDNESDAY, JAN 21, 2026

January 19 - 23, 2026 | Jackie's Resort| Ganta, Nimba County



Thematic area:

Building resilient infrastructure, enhancing road connectivity, and integrating climate change

On Day 3, discussions revolved around building resilient infrastructure, enhancing road connectivity, and integrating climate change considerations into infrastructure planning and development.



"Rebranding and Rebuilding Liberia Through Reconstruction"

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Day 3:



LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE

Time	Activity
7:00 AM - 8:30 AM	Breakfast
8:30 AM - 9:00 AM	Recap of Day 2 and Agenda Overview for Day 3
Plenary 1	
Moderator: Engr. Prince D. Tambah	
9:00 AM - 10:30 AM	Road Infrastructure as Catalysts for Economic Growth Financing Liberia Road Project: The Role of Partnership, Collaboration, and Regulatory Support <ul style="list-style-type: none"> • Private Public Partnership and Investment in the Road Sector • Development Partner Financing Domestic investment in the Road Infrastructure Sector <ul style="list-style-type: none"> • Concession <i>Panelists: Road Experts, Economists, Sustainable Development Expert, Government Officials</i>
10:30 AM - 11:15 AM	Coffee Break
Presentation	
11:15 AM - 11:30 AM	<i>Climate-Resilient Transportation Infrastructure: Integrating Vulnerability Assessment and Best-Practice Design for Sustainable Urban and Rural Mobility, Engr. Dr. Bola J. Mudasiru, FNSE</i>
Plenary 2	
Moderator: Engr. David D. Wounuah	
11:30 AM - 12:30 PM	Panel Discussion: Expanding Accessibility Liberia's Future: Accessibility and Sustainable Development -Panelists: Road Experts, Economists, Sustainable Development Expert, Government Officials
12:30 PM - 01:30 PM	Lunch Break
Presentation	
01:30 PM - 01:45 PM	<i>Delivering a Sustainable, Climate-Resilient Road Infrastructure and Transport Future for Liberia's Economic Transformation, Prof. Charles Anum Adams</i>
Plenary 3	
Moderator: Engr. Dr. Bola J. Mudasiru	
01:45 PM - 2:45 PM	Panel Discussion- Investment in Infrastructure: Domestic Financing for Infrastructure Development -Panelists: Road Experts, Transport Economists, Sustainable Development Expert, Government Officials
Presentation:	
2:45 PM - 03:00 PM	<i>The use of Sustainable and resilient bitumen for road construction: A pathway for rebuilding and reconstruction of road infrastructure in Liberia, Daniel Akinmadea</i>
Plenary 4	
Moderator: Jeanine M. Cooper	
03:00 PM - 3:55 PM	Building Resilience in the Environment Roundtable: Integrating Climate Change in Infrastructure Development EPA, FDA, Civil Society, and International Partners
04: 00 PM - 05:00 PM	Climate-Resilient Urban Planning Strategies Adopting Green Technologies for Infrastructure Development ESOL, LIA, LLA
END OF DAY 3	

Moderators



Engr. Prince D. Tambah Sr. is a civil engineer and transport infrastructure expert with 19+ years of experience delivering major projects across West Africa and the United States. He currently serves as Deputy Minister for Technical Services at Liberia's Ministry of Public Works and holds an MSc. in Transportation and Construction Engineering, as well as MBAs in Finance and Economics

Engr. Prince D. Tambah Sr



Engr. David D. Wounuah is a Liberian civil engineer with 23+ years' experience in infrastructure, transport, and power projects. As President of the Engineering Society of Liberia, he leads reforms in professional standards and also manages Infrastructure and Procurement Consultants Liberia.

Engr. David D. Wounuah

Engr. Dr. Bola J. Mudasiru is a Civil Engineer and Safety Professional with 19+ years' experience managing high-value engineering projects. He is Deputy National Chairman of NIHTE, a Chartered Engineer, and holds a PhD in Highways and Traffic Engineering, with recognized expertise in project management, compliance, and leadership.



Engr. Dr. Bola J. Mudasiru



Jeanine M. Cooper is Liberia's Special Envoy for Climate Action and CEO of the Carbon Markets Authority, leading the development of a national framework to monetize the country's carbon assets. She previously served as Minister of Agriculture, founded FABRAR Liberia to export rice under AGOA, and has extensive leadership experience across the UN, NGOs, and international boards, with recognized impact in climate action, agriculture, and development policy.

Jeanine M. Cooper

Speakers/Presenters/Panelists



Albert K. Samukai

Albert K. Samukai is the Chief Program Officer of Liberia's National Road Fund, with over 12 years of experience in public service across the President's Delivery Unit, Ministry of Education, and other government institutions, contributing to national development programs in roads, ports, energy, and youth development. Holding a Master's in International Social Development and a BA in Public Administration, he is recognized as a results-driven professional committed to excellence and integrity in advancing Liberia's development agenda

Ing. Prof. Charles Adams is a Civil and Transportation Engineer and Professor at KNUST, Ghana, with 30+ years in academia and 25+ years in consulting across Africa. He specializes in road asset management, transport planning, and sustainable transport systems, and serves as a World Bank consultant and active member of international transport bodies.



Ing. Prof. Charles Adams



Dr. Kofi Adanu

Dr. Kofi Adanu is a transportation and traffic safety expert specializing in data analytics, crash analysis, and sustainable transport. A Research Fellow at TRECK, KNUST, Ghana, he has published 75+ works and co-chairs the IRF Powered Two-Wheeler Safety Taskforce.

Mrs. Kaustella Kialain Sarsih is a Senior Transport Engineer for the AfDB in Liberia, overseeing the Mano River Union Road Development Programme. A civil engineer with 10+ years' experience, she previously served as Liberia's first female Assistant Minister for Operations at the Ministry of Public Works.



Kaustella Kialain Sarsih



Mr. R. B. W. Brown

Mr. R. Baiyezenah W. Brown is the Assistant Director for Technical Services in the Department of Compliance and Enforcement at Liberia's Environmental Protection Agency, with over 15 years of experience in environmental protection, public health, and regulatory enforcement. He holds degrees in Biology and Public Health, serves as a university lecturer, and has completed extensive national and international training in environmental management, climate science, radiation safety, and sustainable development

Speakers/Presenters/Panelists



Engr. Daniel Oluwatosin Akinmade

Engr. Daniel Oluwatosin Akinmade is a civil engineer specializing in transportation, pavement engineering, and road safety. A PhD candidate at TU Delft and Research Scientist at NBRRI, he leads the Centre for Advanced Pavement Technology, a USD 2 billion facility for pavement research and innovation.

Mr. John K. Jallah Jr. is Director of Compliance and Enforcement at Liberia's Environmental Protection Agency, with 10+ years' experience in environmental governance. He oversees infrastructure and extractive sector compliance and serves as Liberia's National Focal Point for the Minamata Convention on Mercury.



Mr. John K. Jallah Jr.



Mr. Targen P. Daye

Mr. Targen P. Daye is Assistant Director for Environmental and Social Impact Assessment at Liberia's EPA, overseeing the national ESIA licensing process. He holds advanced qualifications, is an ISO-certified Lead Auditor, and contributes to academia and community service through lecturing and volunteer work.

Mr. Sanford Vah Daniels is an Environmental Engineer and GIS professional at Liberia's EPA, with 7+ years' experience in environmental management and geospatial analysis. He holds a Master's in Environmental Science, a BSc in Geology, and is a PhD candidate at Tongji University, focusing on climate-resilient infrastructure and green technologies.



Mr. Sanford Vah Daniels

CONFERENCE PROGRAM

Day 4:

THURSDAY, JAN 22, 2026

January 19 - 23, 2026 | Jackie's Resort | Ganta, Nimba County



Thematic area:

**Transport Infrastructure as Catalysts
for Economic Growth**

On Day 4, discussions focus on optimizing transport systems to drive trade, improve market access, and strengthen regional integration, with emphasis on policy reforms, investment strategies, and public-private partnerships that unlock economic growth.



"Rebranding and Rebuilding Liberia Through Reconstruction"

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Day 4:



LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE

Time	Activity
7:00 AM – 8:30 AM	Breakfast
8:30 AM – 9:00 AM	Recap of Day 3 and Agenda Overview for Day 4
Plenary 1	
<i>Moderator: Mr. Lemuel Oldpa Kleeme</i>	
9:00 AM – 10:15 AM	<p>Plenary Session Financing Liberia Transport Project: The Role of Partnership, Collaboration, and Regulatory Support</p> <ul style="list-style-type: none"> • Domestic Investment in the Transport Sector • PPP for investment in the transport sector, air, water, and rail <p><i>Panelists: Transport Experts, Transportation Engineers, Government Officials</i></p>
10:15 AM – 10:30 AM	Coffee Break
Presentations	
(10:30 AM – 10:45 AM)	<p><i>Investment In Infrastructure Development – Ports, Peter Amoo-Bediako</i></p> <p><i>Liberia and Its Railway System: History, Current Status, and Future Prospects, Amos K. Tuah</i></p> <p><i>Session</i></p>
Moderator	Hon. Rudolph G. Natt, Jr, MOT
10:45 AM – 11:45 AM	<p>Panel Discussion: Expanding Access to Liberia's Rail and Ports Infrastructure</p> <p><i>Panelists: Transport Experts, Transportation Engineers, Government Officials</i></p>
11:45 AM – 12:00 PM	Lunch Break
Plenary 3	
Moderator	TBD
12:00 PM – 01:00 PM	Panel Discussion: Developing Feasible Transport Projects for Liberia
01:00 PM – 02:00 PM	Coffee Break
Plenary 4	
Moderator	TBD
4:00 PM – 5:30 PM	Modernizing Liberia's Rail and Port Infrastructure
END OF DAY 4	

“Rebranding and Rebuilding Liberia Through Reconstruction”

Moderator



Mr. Lemuel Oldpa Kleeme is Director of Monitoring and Evaluations at Liberia's Ministry of Transport, with expertise in transport governance, public affairs, and community engagement. He holds a BSc in Public Administration and has extensive experience in policy implementation and performance tracking.

Mr. Lemuel Oldpa Kleeme

Mr. Peter Amoo-Bediako is Director and Technical Advisor at Ghana's Ministry of Transport, with 20+ years' experience in maritime and port management. He holds an MBA in Maritime and Logistics, is a Chartered CILT member, and has contributed to port transformation, regional trade, and capacity building.



Mr. Peter Amoo-Bediako

“ *With expertise in monitoring, evaluation, and public affairs, Day Four moderation bridges transport policy with effective implementation.* **”**

“Rebranding and Rebuilding Liberia Through Reconstruction”

Speakers/Presenters/Panelists



Mr. Sekou A. M. Dukuly

Mr. Sekou A. M. Dukuly is Managing Director of the National Port Authority of Liberia, with 15+ years' executive experience in the U.S. and Liberia. He holds a BSc in Accounting and an MBA in Entrepreneurship, and previously managed assets worth over USD 20 million in corporate America. He is leading efforts to modernize Liberia's ports for trade and economic growth.

Mr. Ben Owusu-Mensah is a maritime and port management specialist with 50+ years' experience in shipping, port operations, and regulation. He is Managing Consultant of Benom Maritime Consultancy, former Director General of Ghana Ports & Harbours Authority, and President of the Ghana Chamber of Shipping.



Mr. Ben Owusu-Mensah



Mr. Amos K. Tuah

Mr. Amos K. Tuah is Director of Rail and Waterway at Liberia's Ministry of Transport, with expertise in transportation policy and infrastructure management. He previously served as an Electoral Supervisor with the National Elections Commission.

Hon. James Richard Bernard is the Deputy Managing Director for Administration at the National Port Authority of Liberia, with over 17 years of experience in port administration, procurement, project management, and institutional governance. With advanced training in engineering management and experience across UNOPS, APM Terminals, and major infrastructure projects, he supports strategic leadership, institutional strengthening, and sustainable port governance in Liberia



Hon. James Richard Bernard



Princess Eva Cooper

Princess Eva Cooper is the inaugural Director General of the Liberia National Tourism Authority, driving collaboration across government, private sector, and communities to advance tourism-led job creation, policy reform, and investment. With over a decade of executive leadership, dual MBAs, and expertise in strategic business development and marketing, she is recognized for delivering growth, digital inclusion, and high-impact partnerships

"Rebranding and Rebuilding Liberia Through Reconstruction"

CONFERENCE PROGRAM

Day 5:

Friday, Jan 23, 2026

January 19 - 23, 2026 | Jackie's Guest House | Ganta, Nimba County
Rebranding and Rebuilding Liberia Through Reconstruction

Closing Ceremony and Future Directions

The final day focuses on partnerships, investments, and concluding remarks, establishing a roadmap for implementation.

Time	Activity
8:15 AM – 08:55 AM	Recap of Day 4 and Agenda Overview for Day 5
Plenary	
Moderator: Ing. Prof. Charles Adams	
9:00 AM – 10:30 AM	Panel Discussion: Global Partnerships for Climate-Resilient Infrastructure
10:30 AM – 10:45 AM	Coffee Break
11:45 AM – 12:45 PM	Investment in Infrastructure Development
12:45 PM – 5:00 PM	Lunch Break and Field Visit
END OF DAY 5	
7:00 PM – 10:00 PM	Farewell Reception /Closing Ceremony: Summary of Key Outcomes, Closing Remarks by Organizing Committee

SPONSORS



“Rebranding and Rebuilding Liberia Through Reconstruction”



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Annex 3.2: Conference Website

<https://lnationalinfrastructureconference.com/>

Annex 4: Conference Communiqué

COMMUNIQUÉ

LIBERIA NATIONAL INFRASTRUCTURE CONFERENCE (2026)
“Rebuilding and Rebranding Liberia through Reconstruction”
Gompa City, Nimba County, Republic of Liberia
January 19-23, 2026

PREAMBLE

1. The Liberia National Infrastructure Conference (2026) was convened in Gompa City, Nimba County, Republic of Liberia, from January 19-23, 2026, under the theme “Rebuilding and Rebranding Liberia through Reconstruction.” The Conference was organized by the Government of Liberia through the Ministry of Public Works, in collaboration with relevant Ministries, Agencies, and Commissions, development partners, the private sector, civil society, academia, and international stakeholders.
2. The Conference brought together senior Government officials, development partners, infrastructure professionals, private sector leaders, policymakers, regulators, financiers, and technical experts to deliberate on Liberia’s infrastructure development agenda within a post-conflict, climate-vulnerable, and resource-constrained context.
3. The Conference was officially opened by His Excellency Joseph Nyuma Boakai, Sr., President of the Republic of Liberia, who emphasized that quality, resilient, and people-centered infrastructure is a prerequisite for wealth creation, inclusive growth, and national transformation. The President reaffirmed his Administration’s commitment to placing infrastructure development at the center of national recovery, economic transformation, and long-term stability as well as committing to rebuild smarter, better, and more resilient systems that improve lives and secure Liberia’s future.

CONFERENCE CONTEXT AND OBJECTIVES

The Conference was convened within the context of:

- Liberia's ARREST Agenda for Inclusive Development;
- Africa's Agenda 2063;
- The Sustainable Development Goals (SDGs);
- The legacy of infrastructure deterioration resulting from years of conflict, underinvestment, and weak maintenance systems;
- Increasing climate risks and rapid urbanization pressures; and
- The need to transition from fragmented interventions to coordinated, data-driven, and climate-resilient infrastructure systems.

The objectives of the Conference were to:

- Assess the current state and performance of Liberia's infrastructure sectors;
- Foster an honest national dialogue on infrastructure decay, resilience, and sustainability;
- Strengthen institutional coordination, governance, and regulatory effectiveness;
- Explore sustainable financing mechanisms and investment opportunities;
- Promote Public–Private Partnerships (PPPs) and private sector participation;
- Integrate climate resilience, environmental safeguards, inclusion, and human-centered design into infrastructure planning; and
- Generate actionable policy, institutional, and investment recommendations.

KEY AREAS OF DELIBERATION

Participants engaged in plenary sessions, panel discussions, technical presentations, and roundtables focusing on:

- Spatial development, national planning, housing, and social infrastructure;
- Transport infrastructure, including roads, bridges, corridors, ports, rail, and logistics;

- Energy infrastructure, including generation, transmission, distribution, and renewables;
- Digital and telecommunications infrastructure as core national infrastructure;
- Water supply, sanitation, drainage, and solid waste management (WASH);
- Infrastructure maintenance, asset management, and lifecycle sustainability;
- Institutional reforms, legal frameworks, and regulatory capacity;
- Infrastructure financing, PPPs, and domestic resource mobilization;
- Climate-resilient, environmentally sustainable, and socially inclusive infrastructure delivery.

KEY OBSERVATIONS AND FINDINGS

The Conference noted that:

- Quality infrastructure is a primary driver of economic growth, productivity, wealth creation, and national competitiveness;
- Liberia's infrastructure deficit and deterioration have imposed daily hardship on citizens and constrained economic development;
- Progress has been made in road rehabilitation, energy reform, ICT regulation, and sector coordination, but significant gaps remain;
- Fragmented planning, weak data systems, and inadequate maintenance financing undermine infrastructure performance;
- Climate change poses growing risks to roads, drainage systems, coastal assets, and public facilities;
- Maintenance and asset management are as critical as new construction; and Infrastructure must be human-centered, inclusive, and dignity-enhancing.

SECTOR-SPECIFIC HIGHLIGHTS

Housing and Spatial Development

The Conference underscored the urgent need for a comprehensive national spatial development framework, strengthened legal enforcement, and coordinated urban and rural housing strategies. Participants emphasized the importance of master planning for county capitals, decongesting Monrovia, leveraging public–private partnerships, and integrating geospatial technologies for land administration and infrastructure planning.

Energy

Energy was recognized as a catalyst for economic growth and service delivery. Discussions highlighted the need to reduce system losses, mitigate investment risks, ensure regulatory stability, and strengthen private sector participation—particularly in distribution—through transparent policies, predictable tariffs, and data-driven planning.

ICT and Digital Infrastructure

ICT was affirmed as core national infrastructure. Participants emphasized the need for regulatory predictability, expanded fiber-optic connectivity to underserved areas, strategic infrastructure outsourcing, the establishment of a subsea cable to provide redundancy for the ACE system, and the accelerated digitization of financial services.

Water and Sanitation (WASH)

The Conference identified outdated policies, fragmented institutions, and donor dependency as major constraints. Participants supported transitioning to revenue-based financing models, modernizing aging infrastructure, strengthening data systems, and considering institutional reforms to improve coordination and accountability.

Roads and Transport

Discussions highlighted the need for structural reform in the road sector, diversified financing, climate-resilient design, axle-load control, and preventive maintenance. Participants emphasized the importance of domestic capital mobilization, PPPs, tolling policies, and capacity development for sustainability.

Ports, Rail, and Logistics

The Conference recognized Liberia's ports and railways as strategic economic assets requiring master planning, direct investment, dredging, rehabilitation, and intermodal connectivity. Participants emphasized the importance of enabling PPP frameworks, improving logistics efficiency, and positioning Liberia as a regional trade gateway.

Environmental and Social Integration

Participants emphasized that environmental, social, and accessibility considerations must be embedded at the planning stage. Environmental and Social Impact Assessments (ESIAs), GIS-based risk mapping, enforcement of standards, and universal design principles were identified as critical for sustainable infrastructure development.

Global Partnerships for Climate-Resilient Infrastructure and Investment in Infrastructure Development

The Conference underscored a strong consensus on the key challenges confronting infrastructure development and investment in Liberia, particularly in the context of climate resilience. Speakers and participants emphasized the imperative for sustained political will, including the formulation and legal entrenchment of a Long-Term National Vision and a 10–20year National Infrastructure Master Plan to ensure policy continuity across successive administrations.

The discussions further highlighted the need for comprehensive institutional reforms and strengthened inter-agency coordination, including the establishment and

reinforcement of a “one-stop-shop” for investors to centralize all required permits, approvals, and regulatory clearances. In addition, participants stressed the importance of building local technical and institutional capacity, as well as deepening strategic engagement with both international and domestic partners, to unlock Liberia’s infrastructure potential and promote inclusive, resilient, and sustainable economic growth.

RESOLUTIONS AND RECOMMENDATIONS

The Conference **RESOLVES AND RECOMMENDS** that the Government of Liberia and stakeholders:

Policy, Planning, and Governance

- Strengthen inter-ministerial and inter-agency coordination across the infrastructure sector;
- Align infrastructure investments with national spatial plans and development priorities;
- Institutionalize evidence-based, data-driven planning, monitoring, and reporting;
- Advance legal and regulatory reforms to improve implementation and enforcement.

Financing and Investment

- Expand the use of PPPs and blended finance instruments;
- Mobilize domestic resources, including dedicated infrastructure and maintenance funding streams;
- Improve project preparation to enhance bankability and investor confidence;
- Strengthen engagement with development partners and private financiers.

Implementation, Capacity, and Local Content

- Build technical, managerial, and regulatory capacity within public institutions;
- Promote local content, skills transfer, and employment, particularly for youth and women;
- Improve procurement efficiency, contract management, and quality assurance.

Maintenance and Sustainability

- Prioritize routine and periodic maintenance of existing infrastructure assets;
- Operationalize regional and county-based maintenance hubs;
- Integrate asset management systems into infrastructure operations.

Climate Resilience and Inclusion

- Mainstream climate resilience, disaster risk reduction, and environmental safeguards in all infrastructure projects;
- Promote gender-responsive, accessible, and socially inclusive infrastructure development.

WAY FORWARD AND NEXT STEPS

The Conference calls for the following actions:

- The preparation and publication of a comprehensive Post-Conference Journal/Report to inform policy formulation, investment decisions, and future infrastructure programming, alongside the development of a Post-Conference Infrastructure Action Plan/Roadmap to be validated by all relevant stakeholders;
- Following stakeholder validation, the submission of the Infrastructure Action Plan/Roadmap to Cabinet for consideration and approval, to guide national policy direction and budgetary allocations;
- Each sector is required to develop a clear timeline for the formulation of its respective master plan;

- To institutionalize sustained stakeholder engagement, periodic progress reviews, and robust accountability mechanisms for monitoring implementation, ensuring measurable results, and tracking progress, Conference participants unanimously resolved that the National Infrastructure Conference be convened every three (3) years.

APPRECIATION

11. The Conference expresses its appreciation to:

- H. E. the President of the Republic of Liberia for his leadership and vision;
- The Ministry of Public Works and collaborating Ministries, Agencies, and Commissions;
- Development partners, sponsors, and cooperating institutions;
- All speakers, moderators, panelists, and participants;
- The Conference Secretariat and Organizing Committee.

ADOPTION

This Communiqué was adopted by consensus on January 23, 2026 in Gompa City, Nimba County, Republic of Liberia, by participants of the Liberia National Infrastructure Conference (2026).

**DONE AT GOMPA CITY, NIMBA COUNTY, REPUBLIC OF LIBERIA
THIS 23RD DAY OF JANUARY 2026**

