



**LIBERIA
DIASPORA
ANNUAL
CONFERENCE**
BUILDING THE FUTURE TOGETHER



LIBERIA DIASPORA ANNUAL CONFERENCE

2025 Post-Conference Report

Success

It's our only way,
our only goal...

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LIBERIA ANNUAL DIASPORA CONFERENCE

BUILDING
THE FUTURE
TOGETHER



SPC RRG



Chairman's Statement

October 21, 2025

Hon. Erasmus Williams
Office of the Diaspora Affairs
Ministry of State for Presidential Affairs
Executive Mansion, Capitol Hill
Monrovia, Liberia

Re: Transmittal of the Liberia Diaspora
Annual Conference (LDAC) 2025 —
Detailed Post-Conference Report

Dear Hon. Williams:

On behalf of the National Planning Committee and the global organizing team, I am honored to transmit the Detailed Post-Conference Report for the Liberia Diaspora Annual Conference (LDAC) 2025, held September 26–28, 2025, in Washington, D.C., under the theme “Building the Future Together: Reconciliation, National Healing, Growth & Prosperity.”

This year's LDAC successfully convened Liberians and Friends of Liberia from across the United States, Canada, Asia, Africa, Europe, and beyond for three days of policy dialogue, strategic discussions, and investment matchmaking. The conference drew 550 in-person attendees on Day One and 675 on Day Two, with over 350,000 cumulative online streams and views across official and independent media, demonstrating the diaspora's growing commitment and readiness to co-invest in Liberia's development.

A dedicated 40 Plus member multinational volunteer team ensured seamless operations, hospitality, and protocol, contributing to the conference's overall success and professionalism.

Conference Recommended next steps (12-month delivery):

Participants identified key priorities to strengthen Liberia's development agenda

and diaspora engagement, as you will see in our report.

Hon. Williams, LDAC 2025, affirmed that when diaspora engagement is structured, transparent, and measurable, it can serve as a powerful engine for national renewal within the ARREST framework. We respectfully request your continued leadership in transforming this shared vision into concrete action to convert this consensus into execution over the next 12 months.

Thank you for entrusting me with the responsibility of planning and executing the conference, and for your commitment to ensuring that our collective efforts yield tangible sustainable outcomes for Liberia and its global diaspora.

With highest esteem,



Amb. Emmet L. Dunn

National Chairman, Liberia Diaspora
Annual Conference (LDAC) 2025

On behalf of the LDAC National
Planning Committee





Dialogue

**Nation
Building**

History Making

President's Conference Opening Speech

Address By

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

At the First Liberian Diaspora Conference

Washington, D.C., United States September 28 & 29, 2025

Theme: “Building the Future Together: Reconciliation, National Healing, Growth, and Prosperity”

Fellow Liberians,

Ladies and Gentlemen:

What an honor and delight to stand before you today at this historic gathering of Liberians in the Diaspora.

This conference has been in the making for a long time. I first introduced the idea during several of my speaking engagements with diverse members of the Diaspora community across the United States months before the elections and again in the weeks leading up to my inauguration. I believed then, as I do now, that formalizing this partnership is essential to the renewal and rebuilding of our country.

This conference is a dedicated platform for engagement, policy dialogue, and partnership. You will not be treated as observers, but as full stakeholders in Liberia's future.

Given our national journey so far, the theme of this inaugural conference could not be more fitting. But today, I would like to speak on **“Renewing Liberia Together: Building a Future of Opportunity for All.”**

The lingering question we all need to ask ourselves is: as an old country, why are we still groping in the dark, trying to find our bearings? Liberia's founding 178 years ago was based on noble ideals of freedom, equality, and human dignity. As the

first independent Black Republic in Africa, our nation symbolized hope for returnees from slavery in America and everyone seeking self-determination.

However, the reality of our statehood has not always matched its founding ideals. The development of the Liberian state has been fraught with political exclusion, economic inequality, and social divisions, mainly due to poor leadership and systemic injustice. For too long, we have prioritized building the state over building the nation. This has led to state exploitation, elite control of public institutions, persistent poverty, and limited opportunities for most people. **We forgot that neglect of any in society can become an Achilles heel.**

My Fellow Compatriots,

We have indeed come a long way, and if we are honest with ourselves, we inherited a country that was facing far more problems than we could resolve overnight. Institutions were operating below their optimal levels, the economy was faltering, security had broken down significantly, and the overall mood in the country was one of **dismalness**. But we believe the challenges we face as a country can be overcome when we are intentional in our resolve to reverse the past.

By doing so, lyrics like this

glorious land of liberty shall long be ours will become real.

Rebranding Liberia: A National Imperative

Ladies and gentlemen,

While we recognize these historic shortcomings, we must also take responsibility for shaping our future. I genuinely believe that Liberia can be rebranded. With strong leadership and a people-focused vision, we can create a country that embodies what we aspire to be as a nation. We are beginning to see change; Liberia was overwhelmingly elected to the Security Council; our independence celebration this year went global, thanks to the Liberian diaspora worldwide. These are just a few of the refreshing moments of renewal for our country this year. **We have to restore our waning glory in the global community.**

At home, our government is taking steps to address the complex social and economic conditions we inherited. Through the ARREST Agenda for Inclusive Development, we are focused on six critical pillars that will promote development: **Agriculture, Roads, Rule of Law, Education, Sanitation, Tourism, and Technology**. This agenda is a response not only to current challenges but also aligns with our National Vision 2030 to transform Liberia into a lower-middle-income country and build

a capable, inclusive state. What we are committed to is improving livelihoods and ensuring that every Liberian, both at home and abroad, can share in the growth and progress that our reform agenda and national development plan will bring.

Already, we have seen substantial progress in several areas, including healthcare, education, road and infrastructure development, agriculture, and sanitation. Progress has also been made in governance, the rule of law, and anti-corruption efforts. Despite these efforts, we acknowledge that challenges remain and that more should be done—quickly, too.

I would, however, like to highlight three areas of this national transformation: governance reform, economic transformation, social inclusion, and **reconciliation**. While these are key, they by themselves are not exhaustive.

Our greatest efforts must be to overcome and not to come over to greener pastures.

Governance Reform

The crises Liberia faces today are deeply rooted in governance. It does not take much for an observer of Liberian society to see that many of the country's problems are fundamentally linked to governance. Governance should no longer be a privilege for a select few but a responsibility for everyone.

The days of benevolent leadership are gone. A small number of people unjustly and personally use the institutions of the state to amass and control wealth at the expense of the majority in society. We must continue to pursue reforms that give citizens a voice and power in all counties and communities.

We must move beyond Monrovia-focused decision-making and embrace decentralized, participatory governance. This is why my administration is committed to fast-tracking constitutional reforms, including

decentralization, local government empowerment, and improved service delivery. Good governance requires accountability, transparency, and respect for the rule of law. It must lead to a strong, capable state that serves all its people without discrimination or favoritism. In this light, a key government initiative, the Performance Management and Compliance System, underscores the Government of Liberia's commitment to fostering a culture of accountability, transparency, and performance excellence in public service.

Economic Transformation

With over a third of the population living in poverty and a long history of rural neglect despite abundant resources, it calls for a major rethinking of how we do business and organize our society. Our economy must be inclusive and work for everyone. Liberia remains a predominantly agricultural society with vast natural resources. Yet, our development model has historically prioritized commodity extraction over inclusive growth. We need to reconsider the concession regime and focus on adding value, promoting local ownership, and investing in agriculture, where the majority of our people, especially women and youth, are actively engaged.

We must replace growth without development with growth that delivers development. The irony is that while commodity extraction has supported the economy over the years and contributed to increased growth, such growth has been unequal because we have not reinvested profits in development to benefit the majority of our people.

By reinvesting revenue into infrastructure, health, education, and job creation, we can reduce poverty and build a more equitable society.

Social Inclusion and National Reconciliation

Inequality in Liberia is not just economic it is social, historical, and structural. From settler indigenous divisions to ethnic favoritism and generational exclusion, these cleavages have long undermined national unity. Our system, as it were, has contributed to many of the country's inequalities, thus depriving many of our people of a voice in their own affairs and of opportunities for a better, dignified livelihood. We must confront them honestly and dismantle them systematically. **Overlooking impurity and expecting peaceful co-existence is like plaiting hair without first picking the louse.**

My government is committed to promoting peace and reconciliation. Since peace was restored in 2003, we have been on a long and difficult journey to rebuild ourselves, restore broken trust, reconnect detached communities, and define, or better yet, redefine, our identity. To come together, confront our complicated past, and begin to build a future rooted in truth, justice, and compassion.

For too long, many of our fellow citizens have carried their pain in silence, with little space for dialogue or closure. But we must note we are embarking on a journey of justice reconciliation, not just for the atrocities and violence during the war, but equally for historical wrongs. By acknowledging the past together, we begin the journey of national restoration together. As the diaspora community, you must lend your voice to reconciliation and national healing, just as you participated in the TRC process. We may build the infrastructure and the superstructures, but without true reconciliation and healing, all those will come crashing down under the weight of divisions and conflicts.

The Role of the Liberian Diaspora: A Global Partnership for National Renewal

Let me now speak directly to you as the diaspora community. The Liberian Diaspora remains a vital

force in our collective effort to build a more equitable, inclusive, and prosperous Liberia. The 2025 Diaspora Conference brings together Liberians from across the globe — United States, Canada, Europe, Africa, Asia, the Caribbean, and beyond — to demonstrate the strength, diversity, and global reach of our people abroad.

Your remittances **have kept** families fed, children in school, and homes together. They are lifelines of love and sacrifice. **So now that you have given fish, teach us to fish.**

For decades, you have played a crucial role in our national journey, and as we now stand at the threshold of a new era of renewal and transformation, your continued engagement is more vital than ever.

Rebranding Liberia and transforming our society cannot be done by the government alone; it requires your active, sustained, and intentional involvement. As the saying goes, “You must put your money where your mouth is.” This means going beyond sentiment and stepping into action by lending your skills, networks, knowledge, and resources to drive change at home. You have built wealth, contributed to the countries you currently reside in, and some of you have planted your feet in corporate America and the corporate world at large. We were hoping you could apply that experience and knowledge back home in Liberia as well. Engage and grow the private sector to drive productivity and growth.

We also understand that partnership is a two-way street. You have legitimate concerns about security, infrastructure, healthcare, education, utilities, and other essential services. I assure you that my administration is committed to creating an enabling environment that is transparent, accountable, and inclusive, one that welcomes your return, provides opportunities, including collaboration on the establishment of a Diaspora

Investment Fund, and protects your investment.

Together, let us seize this moment and build a future where all Liberians, whether at home or abroad, can proudly and equally share in the promise, dignity, and opportunity of our nation.

Strengthening Our Relationship with the United States

Ladies and gentlemen,

As we host this conference in a country with the largest Liberian diaspora and historical ties to our nation, I would like to share a few thoughts on our relationship with the United States. Liberia’s historical connection to the U.S. is well known. But after 178 years of independence, we need to ask: how are we using this relationship to improve our country?

While we expect more from our traditional partner, we must also be honest with ourselves. We cannot ask others to invest in us if we mismanage our own resources. We must demonstrate that we are worthy of partnership by upholding the rule of law, fighting corruption, and delivering for our people.

We look forward to working with the United States on common priorities: democratic consolidation, economic cooperation, global security, climate action, and more. We must strengthen the relationship in ways that work for both countries for the benefit of our peoples.

The Road Ahead: Our Collective Responsibility

My Compatriots,

The road ahead will not be easy. The problems we face are real and daunting. But with collective resolve, they are not insurmountable.

I have always believed that Liberia is not a poor country. Liberia’s progress has been held back by the lack of sustainability, inclusive,

and forward-looking leadership necessary to unlock its potential and foster long-term development. That is what I am committed to providing. But no president, no government, no party can achieve this alone. We must work together, citizens at home and abroad, to build a functional and inclusive society.

One of the key objectives of engaging the Diaspora community through this conference is to provide a platform for you to join your compatriots at home on this national journey. Your views, ideas, expertise, networks, and resources are critical to rebuilding our dear country, not just for today, but for succeeding generations of Liberians.

Conclusion

Ladies and gentlemen,

Our country is at a crossroads. Liberia holds so much promise, but that promise, as envisioned originally by the founders, has faced many stumbling blocks. Together, we can build a country with a vision that aims to create a functional and fair society for future generations.

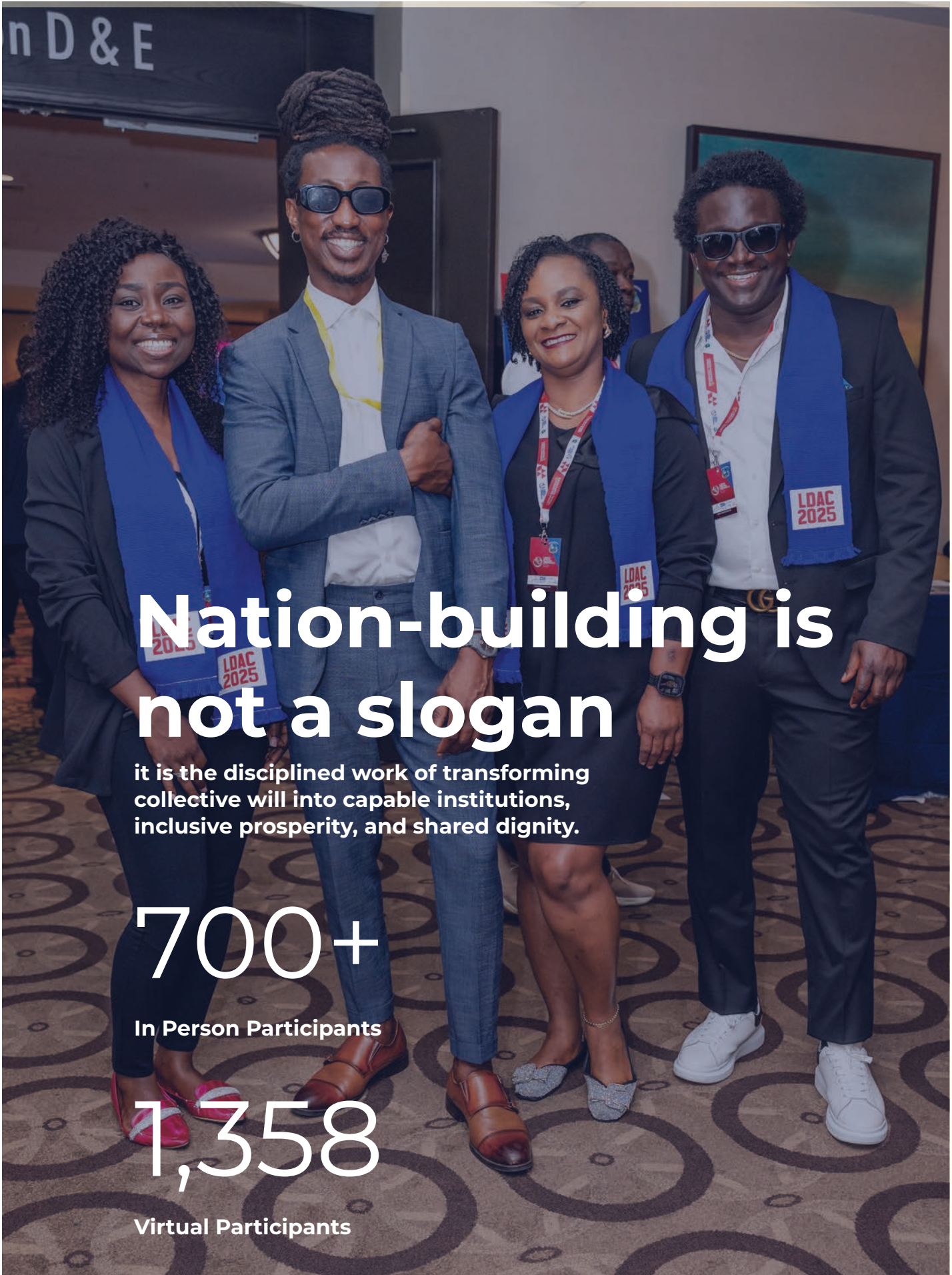
I invite you, Liberians in the Diaspora, to join me on this journey. Your country needs you now more than ever. In the words of former US President John F. Kennedy, “Ask not what your country can do for you, ask what you can do for your country.”

As we gather here at this first historic Diaspora Conference, let us renew our national commitment to Think Liberia, Love Liberia, and Build Liberia.

I wish you the very best as you deliberate in the next few days about the future of our country, and I look forward to your ideas, knowledge, and wisdom on how we move forward as a country.

May God bless you all and save our country.

Thank you.



Nation-building is not a slogan

it is the disciplined work of transforming collective will into capable institutions, inclusive prosperity, and shared dignity.

700+

In Person Participants

1,358

Virtual Participants

Liberia Diaspora Annual Conference

(LDAC) 2025

Detailed Post-Conference Report to

H.E. President Joseph Nyuma Boakai, Sr.

Dates: September 26–28, 2025 · Location: Washington, D.C. USA

Theme: Building the Future Together: Reconciliation, National Healing, Growth & Prosperity



- Announcement Made
- Committee Formed
- Plan Executed

EXECUTIVE OVERVIEW

The Liberia Diaspora Annual Conference (LDAC) 2025 convened Liberians and friends of Liberia from across United States, Canada, Africa, Asia, Europe, and other regions for three days of high-level dialogue, sector working sessions, and practical investment matchmaking. The conference's core intent, moving beyond remittances towards structured productive investment, resonated strongly with both in-person participants and a broad global online audience. Attendance reached

approximately 550 on Day One and 675 on Day Two, with 350,000 people streaming online supported by extensive, multi-channel social media coverage. The event culminated in a shared commitment to operationalizing a Diaspora Investment Fund, establishing a Diaspora Engagement Commission, and exploring diaspora savings bonds, thereby aligning diaspora capital with national priorities in agriculture, health, infrastructure, and technology. A volunteer corps of 40 from around the world ensured a dignified, efficient experience on site.

LDAC 25

PLANNING NARRATIVE & GOVERNANCE

In designing the 2025 Liberia Diaspora Annual Conference, organizers began with a simple premise: the agenda should be chosen by Liberians, both at home and abroad, and aligned with national priorities. To that end, the team created a short online survey that combined multiple-choice and open-text

questions. Then it disseminated it through community chat rooms, targeted email lists, and SMS to reach Liberians across various age groups, professions, genders, and geographies. More than 2,000 invitations were issued, and over 500 complete surveys were returned, yielding a response rate of approximately 25%. This resulted in a diverse and credible portrait of what Liberians wished to see elevated on the national

stage.

Once responses were in, the team applied a two-track analysis. Quantitatively, selections were tallied to rank issues by frequency, and a weighted scoring model gave extra emphasis to items respondents flagged as “Most Urgent” or “High Priority.” Qualitatively, open-ended comments were coded and clustered so that nuance and emerging themes not always



captured by checkboxes could surface. The resulting picture was then mapped against the President’s ARREST Agenda to ensure that the people’s preferences harmonized with the country’s policy direction. This deliberate crosswalk prevented the conference from becoming either a purely aspirational wish list or a policy echo chamber; instead, it produced a focused, executable set of themes that both citizens and government could act on together.

From this process, four pillars clearly emerged: Reconciliation,

Education, Healthcare, and the Economy. Reconciliation ranked first across cohorts. Respondents spoke frankly about the lingering effects of civil conflict and the fatigue associated with political fragmentation. They argued that peace and unity are not merely moral goods but practical preconditions: without trust and social cohesion, investment stalls, reforms falter, and even well-intended policies fail to take root. Reconciliation, in their telling, is the cross-cutting enabler that lowers social temperature, improves governance, and strengthens diaspora relations,

making every other reform more possible.

Education has emerged as a persistent, future-facing priority, especially among young people and diaspora professionals. Participants sought to move beyond basic recovery to innovation, including technology-enabled learning, enhanced teacher support, STEM and TVET pathways, and modern school leadership. They connected education directly to employability and entrepreneurship, civic participation, and poverty reduction. In short, they viewed

classrooms and training centers as the nation's most reliable job-creation engine over the next decade, and a foundation for competitiveness in the region.

Health care was ranked among the top three in nearly every demographic slice. Respondents cited gaps in access, infrastructure, and supplies, and called for concrete diaspora and government partnerships to strengthen the system. The

memory of Ebola and the lessons of COVID-19 loomed large: health resilience is a key component of national resilience. Participants tied a stronger health system to productivity, investor confidence, and social stability.

The Economy, livelihoods, prices, and opportunities were the most immediate and everyday concerns. Respondents were unequivocal: the conference should not only debate macro

policy but also showcase practical routes to job creation and enterprise financing. They requested investment matchmaking and “how-to” dialogues on starting, scaling, and exporting, particularly for diaspora-backed ventures. This emphasis dovetailed with the “R” in ARREST, Revitalize the Economy, creating natural synergies between citizen priorities and the government’s



Diaspora Engagement:

Liberia’s diaspora is not an audience—it is a co-builder of the nation. LDAC’s approach treats diaspora people, capital, and know-how as a strategic asset to be mobilized through clear policy, bankable projects, and two-way accountability.

growth agenda.

Importantly, some topics did not become headline tracks, not because they were unimportant, but because respondents saw them as either dependent on the four pillars or better addressed through other channels. Safety and infrastructure, for example, were widely perceived as outcomes that improved most durably when reconciliation deepened, and the economy expanded. Dual citizenship mattered to many, but the center of gravity in feedback framed it as a legislative advocacy issue

rather than a plenary theme. Other ARREST elements, such as Agriculture and Rule of Law, remain in scope for breakouts and investment sessions, even if they did not meet the threshold to be front-page tracks in this cycle.

With the four pillars set, the machinery of delivery came into focus. In early 2025, under presidential direction, diaspora engagement transitioned from episodic convenings to a strategic, outcomes-oriented program. LDAC was designated the flagship platform connecting reconciliation and national healing to enterprise

development and job creation. A National Planning and Steering Committee and specialized subcommittees were brought together, comprising ministries, diaspora leaders, business champions, and multilateral partners. The selected pillars, plenaries, and working sessions were shaped by cross-cutting streams of digital transformation, youth and entrepreneurship, women’s economic empowerment, and governance. By late August, a balanced roster of officials, legislators, technocrats, multilaterals (UNDP, IOM), and private operators with bankable

projects was in place. Operations were carefully choreographed to ensure professionalism and accessibility, including security and protocol, press risers, multi-camera livestreams, tiered VIP flows, and a 40-member global volunteer corps that managed registration, ushering, stage transitions, media support, and diplomatic liaison.

Taken together, the methodology was evidence-based (rooted

in over 500 citizen responses), consensus-oriented (balancing diaspora perspectives with national priorities), and strategically aligned (fully consonant with the President's ARREST Agenda while highlighting domains where diaspora engagement can deliver visible gains within 6–12 months). By grounding the conference in what Liberians said they need and by structuring the program

to address those needs, the four headline themes provide a credible foundation for sustainable development, diaspora inclusion, and national unity.

MARKETING & COMMUNICATIONS CAMPAIGN

LDAC implemented a blended, high-touch marketing program that combined intense



community engagement with modern digital tools:

- Intense community engagement: Activated diaspora leaders through global virtual sessions (town halls and planning briefings) to seed word-of-mouth and recruit ambassadors across key cities and professional networks.

- Direct outreach: Coordinated SMS and email marketing campaigns delivered save-the-dates, speaker spotlights, travel/logistics, and daily agendas to segmented lists (diaspora associations, faith/civic groups, students/young professionals, investors, and

partners).

- Modernized conference website: Launched a contemporary, mobile-first conference site to centralize in-person and virtual registration, publish agendas/speaker bios, host FAQs and travel info, and serve as the authoritative source for event updates.

- Official + independent media grid: The Executive Mansion page provided authoritative announcements and daily livestreams during the conference, while SpoonTV, Closing Argument, DashMedia, Focus on Liberia(FOL), LRTN LIVE, FrontPage Africa,

Liberia Bureau of Tourism Live TV, Ministry of Education, and Sky Communications Liberia (Sky FM & TV) amplified coverage to their audiences.

Reach outcome: Across the two main conference days, media outlets collectively generated over 350,000 total streams/views for LDAC content (cumulative, platform-reported across multiple posts and live streams).

REGISTRATION & PARTICIPATION

LDAC implemented a dual registration model. In-person registration focused on streamlined check-ins and credentialing, enabling dignitaries, speakers, and general attendees to move efficiently to their sessions. Virtual participation was facilitated through official and media livestreams, providing distant audiences with live access to the proceedings and an opportunity for post-event replay. In-person attendance reached 550 on Day One and 675 on Day Two, reflecting strong momentum and word-of-mouth during the event. Online, the combination of Executive Mansion coverage and independent media streams created a complimentary broadcast grid that multiplied reach across time zones.



GEOGRAPHIC & AUDIENCE PROFILE

Post-conference survey data (~248 responses from ~650 attendees, yielding a response rate of ~38%) indicate an audience dominated by the North American diaspora, with ~86% of respondents, alongside representation from Africa, Asia, Europe, and other regions. Respondent roles skewed towards policy-influential and economically active, with ~41% professionals, 22% community leaders, 21% investors/business owners, and the remainder comprising students and other categories. This composition is consistent with LDAC's goals: a convening of decision-makers and builders able to structure partnerships, sign MOUs, and mobilize capital.



MEDIA COVERAGE DETAILED RECORD

As provided, the following outlets and official sources streamed the conference (primarily on Facebook), ensuring both real-time access and durable post-event visibility:

- **Dash media: Facebook (Associated Entity: Unspecified)**
- **Spoon TV: Facebook (Associated Entity: Unspecified)**
- **Closing Argument: Facebook (Associated Entity: Unspecified)**
- **LRTN LIVE: Facebook (Associated Entity: Unspecified)**
- **Executive Mansion: Facebook (Office of the President of Liberia)**
- **FrontPage Africa: Facebook (FrontPage Africa newspaper)**
- **Liberia Bureau of Tourism Live TV: Facebook (Liberia Bureau of Tourism)**
- **Ministry of Education: Facebook (Ministry of Education of Liberia)**
- **Focus on Liberia: Facebook (Associated Entity: Unspecified)**
- **Sky Communications Liberia (Sky FM & TV): Facebook (Sky FM & TV)**

Combined across outlets, LDAC content surpassed 350,000 total streams/views over the two main conference days (cumulative, platform-reported).

This multi-mode broadcast approach significantly amplified LDAC's legitimacy and reach. Official channels provided an authoritative narrative, while independent outlets drove discussion and sharing in community networks, and ministerial pages showcased sector participation and follow-up opportunities.

UNPRECEDENTED MEDIA COVERAGE

Combined across outlets, LDAC content surpassed 350,000 total streams/views over the two main conference days (cumulative, platform-reported).

This multi-mode broadcast approach significantly amplified LDAC's legitimacy and reach. Official channels provided an authoritative narrative, while independent outlets drove discussion and sharing in community networks, and ministerial pages showcased sector participation and follow-up opportunities.

PROGRAM NARRATIVE

Day One Summary — Liberia Diaspora Annual Conference (Integrated Narrative & Action Plan)

Day One opened with formalities and a high-energy plenary that set a clear call to action. H.E. President Joseph Nyuma Boakai, Sr. delivered the keynote, framing reconciliation as the bedrock for rebuilding institutions and restoring public trust. He urged a decisive shift from consumption-driven remittances to productive, investment-grade capital that builds factories, strengthens value chains, and generates sustainable jobs. The President announced the Administration's intent to: (1) pursue a Diaspora Investment Fund, (2) establish a Diaspora Engagement Commission to coordinate government-diaspora initiatives, and (3) explore diaspora savings bonds to mobilize long-term, patriotic capital. Throughout the morning, data on the Liberian diaspora in the U.S. underscored the scale of skills and capital available for national renewal, reinforcing

the urgency and feasibility of this agenda.

Amb. Prof. Charles Murigande, PhD, delivered a powerful intervention on reconciliation, drawing comparative lessons from Rwanda. He emphasized truth-telling, community-level healing, memorialization, justice, and accountable institutions as prerequisites for sustainable development and shared prosperity. This resonated strongly with our participants and anchored reconciliation as the social infrastructure for growth.

Plenary II featured Hon. Sara Beysolow Nyanti, who stressed the importance of structured, accountable diaspora-government partnerships—with clear mandates, transparent governance, and measurable outcomes. The day's Education theme, led by Minister Dr. Jarso Jallah, set a forward-looking agenda on digital learning and STEM (Science, Technology, Engineering, and Mathematics), teacher



Dr. Jarso Jallah laid out a forward-looking education agenda centered on expanding digital learning, STEM pathways, and large-scale teacher upskilling, backed by systems that translate learning gains into jobs, entrepreneurship, and inclusive economic opportunity.

“Reconciliation is the foundation of development: truth-telling, community healing, memorialization, justice, and accountable institutions—only on that ground can shared prosperity stand.”

—Amb. Prof. Charles Murigande, PhD --





Education

Digital learning systems; STEM pipelines; teacher training; innovation ecosystems; technology as an equalizer; aligning curriculum with labor-market needs and national value-chain priorities.

upskilling, and systems that turn educational gains into inclusive economic opportunity. A panel on reimagining education explored innovation, technology-enabled development, and long-term human capital development.

With approximately 550 participants in attendance, the atmosphere was both energetic and reflective: enthusiasm for the direction paired with a sober recognition that success depends on concrete mechanisms, transparent governance, disciplined follow-through, and measurable progress.

In the afternoon, breakout sessions dove deeper into the two core pillars:

- **Reconciliation:** Unity across divides; healing the legacy of war; memorialization and justice; community-level processes; institution-building that earns public trust.
- **Education:** Digital learning systems; STEM pipelines; teacher training; innovation ecosystems; technology as an equalizer; aligning curricula with labor-market needs and national value-chain priorities.

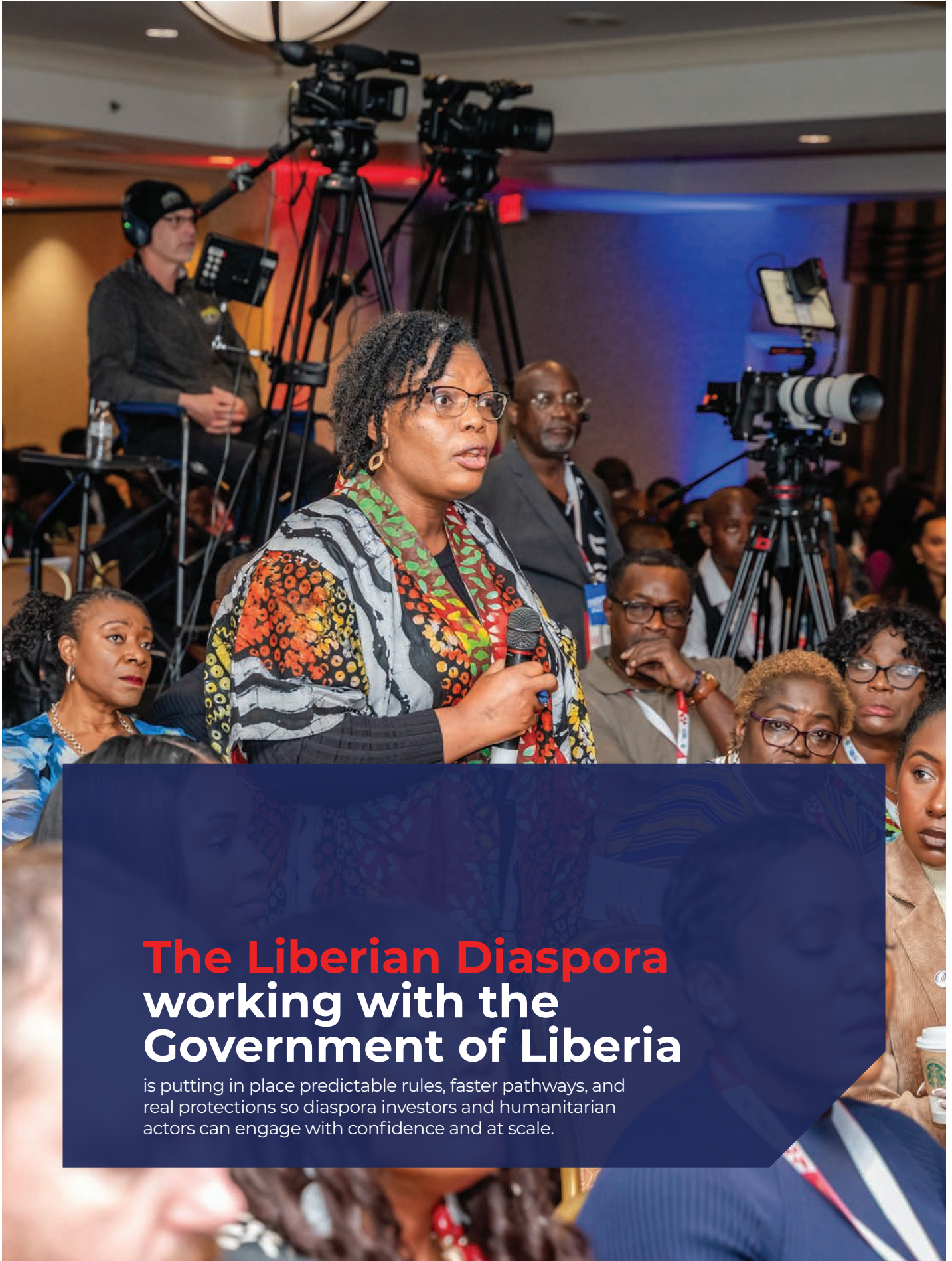
Day 2 — Nation Building through Investment and Health

The day opened with an investable growth roadmap that set a decisive, pro-enterprise tone. The Senate Pro-Temp announced plans to establish a Diaspora Caucus, while the Ministry of Finance outlined a Five-Year Economic Recovery & Growth Plan. Panels that followed moved quickly from policy to pipeline—how to convert strategy into bankable projects and how to build investor confidence for both local and diaspora capital.

In the afternoon, the Ministry of Health’s plenary linked investment to human capital—prioritizing workforce development, mental health, and integrated primary care—while breakouts mapped execution pathways across financing diaspora enterprises, the creative economy, PPPs for trade and investment, and diaspora health partnerships. Agriculture anchored the day’s pragmatism: Liberia’s food import bill, post-harvest losses, and fragmented logistics were reframed as investable opportunities in rice milling and aggregation hubs; cassava processing (gari, HQCF, starch); cocoa rehabilitation with post-harvest quality centers; poultry and feed; fisheries with cold chain;

horticulture; and rubberwood value addition. To de-risk private capital, participants emphasized mechanization centers, targeted irrigation, climate-smart production, and warehouse-receipt financing.

Legislative leaders reinforced the path to scale, pledging diaspora-friendly laws, a Senate Diaspora Council, and budget appropriations aligned with a Diaspora Investment Fund and related mechanisms. Attendance rose to 675, and the tone turned practical: investors asked for bankable dossiers, ministries surfaced procurement-ready initiatives, and diaspora operators compared offtake structures and governance models. International partners, including UNDP and IOM, urged channeling remittance energy into productive sectors—health, education, agriculture, technology—to reduce aid dependency and catalyze inclusive, sustainable growth. The throughline was clear: reconciliation and accountability are prerequisites for durable investment. Delegates left aligned that LDAC is not an event but a platform—the start of a 12-month cycle of project origination, investment screening, and policy feedback to translate dialogue into measurable outcomes.



The Liberian Diaspora working with the **Government of Liberia**

is putting in place predictable rules, faster pathways, and real protections so diaspora investors and humanitarian actors can engage with confidence and at scale.

POST-CONFERENCE SURVEY — FINDINGS & INTERPRETATION

- Overall experience: ~85% net positive, with high marks for topic relevance and theme resonance.
- Inspired to contribute: ~90% reported feeling motivated to contribute following the event.
- Networking effectiveness: ~76% rated networking as very or somewhat effective.
- Annualize LDAC: ~84% "Yes"; preferred next location: majority North America, followed by Liberia and Europe.
- Open-ended themes: Focus on implementation, expanded youth/entrepreneurship programming, thoughtful treatment of dual citizenship & governance, and a permanent digital engagement layer to maintain momentum.



VOLUNTEER CORPS & EVENT OPERATIONS

A 40+ member volunteer corps spanning the United States, Canada, Europe, and Africa underwrote the event's operational excellence. Volunteers managed pre-event orientation, on-site registration, online platform technology dignitary seating and protocol, session transitions, media logistics, and end-of-day debriefs. Their professionalism shortened queues, kept the program on schedule, and created a welcoming and safe environment for delegates and VIPs. This ad-hoc team is a strong foundation for a formal Global LDAC Volunteer Program, with pathways for training, recognition, and year-round activation



Eter Dahn
Sylvia J Flomo
Delia And Sayeh Diggs
Melton Findley
Comfort Kenneh
Bennetta Thomas
Derrick Galakpain
Amelia Flumo
Clarice Ford-Kulah
Beverly Goll Yekeson
Peter Paye
Edwin Lloyd
Joseph Reeves
Rebecca Wettee
Sayondee Kumorteh
Thomas Ansumana
Tendeko Mopeh-Thomas

Joseph T Tengbeh
Daniel Mulbah
Bill Teewat
Florence Lymas
Bior Bropleh
Marlo Harmon
Momo Tulay
Natalie Pritchard
Rev. Dr. Francis Tabla
Gibson Zarkar
Ada Williams
Esther Richards
Lucy Wilson-Kear
Monconjay Suku
Felix Wilson
Cedric Mansaray
Wynitta Sanyeneh-Lyonga

J. Yvette Tubman-Goodridge
Marlissa Karpheh
Octavius Obey
Jamesetta Mator
Joseph Sawo
Danlette Grace Washington
Monrow P. Weeks
Sebastien Teclar
Staff of the Liberian Embassy,
Washington, D.C.
Alphonso Nyenuh
Henry Peabody
Zari Carmona- Tongor
Grace Kolliesuah
Lindora Howard-Diawara

STRATEGIC OUTCOMES & SIGNALS

Executive Signals. The President's call to action, including the Diaspora Investment Fund, the Diaspora Engagement Commission, and Diaspora Savings Bonds, provides a practical framework to convert goodwill into capital formation, inviting the diaspora to co-own Liberia's growth through transparent and measurable vehicles.



Legislative Signals. The Senate's expressed readiness to enact diaspora-friendly legislation, seat a Senate Diaspora Council, and align budgetary support offers the enabling environment needed for rapid operationalization.




International Partners. UNDP and IOM messages were aligned with domestic priorities: guide remittance energy toward **factories, value chains, and services** that expand exports, enhance human capital, and create dignified work.



Sectors. **Agriculture** emerged as the first mover, with short to medium-term plays that can be structured, de-risked, and scaled using a combination of finance, targeted guarantees, and warehouse receipt systems. Health, education, and technology partnerships, highlighted throughout LDAC, should be integrated into a unified investment logic.



700+
In Person
Participants



In-person
attendance
reached 675
on Day Two




Representation
From
15
Countries and
territories



10
Media
Outlets



40+
volunteers
spanning the United
States, Canada, Europe,
and Africa



In-person
attendance
reached 550
on Day One

RECOMMENDATIONS — 12-MONTH DELIVERY AGENDA

1. **Constitute an LDAC Secretariat.**
House coordination under a light, accountable structure with joint GoL/diaspora oversight. Publish a calendar, assign named owners to each pillar and commit to quarterly public updates.
2. **Stand Up the Diaspora Investment Architecture.**
 - Diaspora Investment Fund: define mandate (SME/agribusiness enabling infrastructure), governance (board with diaspora/government seats), investment policy (ticket sizes, instruments, return/impact targets), and reporting.
 - Diaspora Engagement Commission: codify inter-ministerial coordination and a diaspora feedback loop; maintain a single front door for partners.
 - Diaspora Savings Bonds: pilot a compliant, transparent instrument with clear use-of-proceeds (e.g., agro-logistics, rural electrification), escrow controls, and periodic disclosures.
3. **Launch Five “First-Wave” Agriculture Plays**
 - Rice milling & aggregation hubs near production basins, linked to urban distribution.
 - Cassava processing (gari/HQCF/starch) with offtake agreements.
 - Cocoa post-harvest centers to lift quality and export margins.
 - Poultry & feed integration for steady urban demand.
 - Fisheries with a cold chain to reduce spoilage and open regional markets. Each play should include project sponsor(s), blended-finance structure, offtake/MOUs, implementation milestones, and M&E.
4. **Operationalize a Digital Continuity Layer (“Diaspora Helpdesk”).**

Build a secure single, trusted front door for Liberians abroad (and friends of Liberia) to get fast, accurate help with travel, investment, documentation, and community services—then route each request to the right agency/partner and follow it through to resolution.

5. **Broaden Geographic Engagement.**
 - Targeted campaigns in Europe, Africa, and the Gulf to balance participation and expand the investor base; partner with diaspora associations and faith/civic groups for localized convenings and roadshows.
6. **Codify the Volunteer Corps.**

Establish a global volunteer registry, standardize training, and create role paths (including registration, protocol, media, logistics, and research) as well as recognition (such as certificates, letters, and annual awards).

7. **Publish a Public Scorecard.**

A simple, web-based dashboard tracking: fund setup progress, deals screened/ approved, dollars deployed, jobs created, export value added, health/education partnerships launched, and diaspora participation by region.





Our LDAC volunteers

were the heartbeat of the conference, warm, reliable, and mission-driven. Thank you for serving with excellence and helping us build the future together.



KEY RECOMMENDATIONS FROM BREAKOUT SESSIONS

Health Sector

Liberia needs a people-centered health system anchored in standardized nursing education, integrated mental health, CHW-led NCD care, and vision screening as an entry point to primary care. A data-driven public-health backbone and sustainable domestic financing round out the path to resilience.

Key recommendations

- Standardize a national nursing curriculum and licensing; evaluate periodically through a national exam.
- Establish a Health Care Task Force linking government and diaspora expertise.
- Integrate mental health: stigma reduction campaigns, county-level lay-counselor teams, and reliable psychotropic supply chains.
- Pilot CHW-led NCD screening/management (start in Nimba & Lofa; ~US\$15k/county/yr) with referral pathways.
- Make vision screening routine in schools/communities and connect to diabetes/hypertension management.
- Stand up a Liberia Public Health Corps; modernize health data systems for real-time decision-making.
- Advance domestic financing (e.g., earmarked tobacco/alcohol taxes) for workforce and infrastructure.

Education

Rebuild and reorient education toward national development with a practical digital-first strategy: mobile/radio learning at scale, offline content libraries, low-cost devices, teacher upskilling, and diaspora-enabled virtual classrooms—backed by dedicated connectivity from the ACE cable.

Key recommendations

- Deploy mobile/SMS apps, radio IAI, and offline servers (Kolibri/RACHEL) to close access gaps fast.
- Prioritize AI tutors, LEO satellite connectivity, and cloud classrooms to extend quality teaching nationwide.
- Reserve ~10% of ACE cable capacity for education at near-cost to schools.
- Up-skill teachers for digital pedagogy; align curricula with STEM and labor-market needs.
- Engage diaspora as mentors, adjuncts, and partners; formalize MoE mechanisms for diaspora collaboration.
- Expand OER use and low-cost tablets/e-readers with solar support.
- Increase education funding toward global benchmarks (SDG4; ~6% of GDP).

Reconciliation

Healing and durable peace require truth, justice, memorialization, victim support, and accountable

Breakout sessions are where LDAC turned plenary vision into execution. In smaller, task-focused rooms, the government, the private sector, and the diaspora co-design solutions, pressure-test feasibility, and assign clear ownership.

The format surfaces local realities, aligns stakeholders on what's most urgent, and converts ideas into concrete actions that can be budgeted, scheduled, and measured



Unity at LDAC

means shared purpose, honest partnership, and measurable impact—reconciliation that leads to healing, and healing that fuels growth and prosperity. One person. One future. One Liberia.

governance—delivered by an independent National Reconciliation Commission with broad community and diaspora participation.

Key recommendations

- Establish an Independent National Reconciliation Commission to lead a bottom-up national program.
- Implement TRC recommendations, incl. war & economic-crimes accountability and public education on outcomes.
- Memorialize: monuments, peace parks and national remembrance programs with official acknowledgments.
- Create a Reparations Fund and deliver targeted health, housing, livelihood, and skills programs for victims.
- Enact governance reforms: anti-corruption courts, rule-of-law protections, decentralization, and open performance tracking.
- Enfranchise diaspora: voting rights, representation, and structured roles in policy dialogues and oversight.

- Launch “Adopt-A-Project” and explore a joint sovereign fund for reconciliation/healing projects.

Creative Economy

Liberia can turn culture, media, fashion, design, film, and digital content into a jobs engine by shifting from charity to enterprise, mobilizing diaspora finance, and clearing barriers to produce and export at scale. That means converting remittances into investable ventures, using dedicated diaspora vehicles, linking tourism and ICT to creative demand, and fixing the basics—infrastructure, energy/ICT, costs, and judicial reliability—so creatives can make, move, and monetize their work.

Key recommendations

- Shift from charity to enterprise: Encourage diaspora to back factories, studios, platforms, and creative SMEs that create jobs.
- Mobilize diaspora finance: Establish a Diaspora Investment Fund, launch Diaspora Savings Bonds, and create a Diaspora Commission to coordinate policy and pipelines for the sector.

- Lower startup costs: Apply government duty-free exemptions to creative production gear (AV/film, stage, printing, textiles, studio equipment).
- Export at scale: Leverage AGOA/EBA preferences for fashion, crafts, music/film IP, and digital services; pair with standards, packaging, and logistics support.
- Tourism × Creative linkage: Treat tourism as a demand engine for festivals, heritage events, and cultural products; bundle experiences with creative goods.
- Investor & buyer outreach: Engage global investors and position diaspora as sector ambassadors in priority markets.
- Enable the environment: Improve roads and energy/ICT, reduce the cost of doing business, and strengthen the judiciary and transparency to de-risk creative investment.
- Use dual citizenship: Leverage diaspora status to secure support in host countries for trade and investment partnerships in creative sectors.



A year to demonstrate what's possible. We don't wait for change; we actively create it through our intentions and the impact we make.



RISK CONSIDERATIONS & MITIGATIONS

Health

- **Fragmented implementation and weak coordination**

Mitigation: Empower the proposed Health Care Task Force with a clear mandate, terms of reference, and reporting lines to the Ministry of Health and the Presidency. Use this body to coordinate partners, sequence CHW and NCD pilots (e.g., Nimba and Lofa first), standardize tools, and convene quarterly reviews.

- **Limited fiscal space and sustainability of reforms**

Mitigation: Ring-fence domestic health financing (e.g., earmarked tobacco/alcohol taxes and health levies) to support nursing education, CHW programs, and the Public Health Corps. Design pilots with costed scale-up plans and integrate them into the national health budget and medium-term expenditure framework.

- **Human resource constraints and uneven quality**

Mitigation: Phase in the national nursing curriculum and licensing exam with bridge programs for existing staff. Adopt simple SOPs and supervision tools for CHWs, with regular assessments and refresher training to maintain standards.

- **Stigma and low uptake of mental health services**

Mitigation: Pair the expansion of mental health services with community sensitization campaigns using faith, traditional, and youth leaders. Integrate mental health into routine primary-care visits, schools, and CHW visits to normalize care and increase uptake.

- **Data privacy and underutilization of digital systems**

Mitigation: Establish clear data-governance protocols, privacy safeguards, and user training as health data systems are modernized.

Start with simple, priority dashboards (NCDs, maternal health, vision screening) and scale functionality as capacity grows.

Education

- **Connectivity and infrastructure gaps**

Mitigation: Lead with low-tech, high-reach solutions (radio, SMS, offline servers such as Kolibri/RACHEL) while progressively adding LEO satellite connectivity and ACE bandwidth. Prioritize pilots in underserved counties and use lessons learned to guide the national rollout.

- **Teacher resistance and low digital capacity**

Mitigation: Introduce incentivized digital upskilling (CPD credits, promotion criteria tied to digital competencies) and provide ready-to-use, curriculum-aligned digital lesson templates. Pair tools with coaching so technology feels supportive rather than burdensome.

- **Device loss, misuse, and maintenance challenges**

Mitigation: Favor school- or community-owned device pools with clear check-out systems rather than one device per child from the outset. Build a local repair ecosystem through TVET centers and youth tech clubs, and define clear use, care, and replacement policies.

- **Fragmented interventions and duplicated platforms**

Mitigation: The Ministry of Education should adopt a **National Digital Education Framework** that sets standards for platforms, content, and data protocols. Require donor and diaspora initiatives to align with this framework and feed data into a central EMIS.

- **Underfunding and budget volatility**

Mitigation: Tie digital education investments to a multi-year financing commitment, with milestones toward global benchmarks (SDG4; ~6% of GDP). Use results-based financing and diaspora co-financing ("Adopt-a-School

Connectivity”) to protect key programs during fiscal stress.

Reconciliation

- **Politicization and loss of trust in the National Reconciliation Commission**

Mitigation: Enact an independence framework for the Commission with transparent selection of commissioners, including representation from civil society and the diaspora. Require public hearings, published decisions, and annual independent audits to reinforce neutrality and credibility.

- **Resistance from powerful actors and security concerns**

Mitigation: Sequence the implementation of TRC recommendations by starting with truth-telling, memorialization, and victim support, while building broad coalitions before tackling the most politically sensitive cases. Engage regional and international partners for technical, security, and diplomatic backing.

- **Victim retraumatization and unmet expectations**

Mitigation: Embed psychosocial support in all reconciliation activities and partner with faith and community organizations to provide safe spaces. Pair public hearings with visible victim programs (health, housing, livelihoods, skills) funded through a transparent Reparations Fund.

- **Funding fragility for reparations and memorialization**

Mitigation: Develop a multi-source financing model—national budget allocations, diaspora “Adopt-A-Project” contributions, and a joint sovereign/diaspora fund—to sustain priority memorials and victim programs, with clear costing and timelines.

- **Diaspora divisions and mistrust**

Mitigation: Establish inclusive diaspora engagement protocols (codes of conduct, balanced representation across regions, generations, and political backgrounds) and use structured policy dialogues and oversight

roles, rather than ad hoc advocacy, to channel diaspora participation.

Creative Economy

- **Difficulty monetizing creative work at scale**

Mitigation: Strengthen IP laws and enforcement, collective rights management, and licensing frameworks while developing market-facing platforms (e-commerce, streaming, export brokers) linked to the Diaspora Investment Fund pipeline.

- **Weak business and financial skills among creatives**

Mitigation: Pair capital with business-development services (accounting, marketing, export readiness) delivered through creative hubs and incubators. Use blended finance (grants plus patient capital) to give promising ventures time to mature.

- **Infrastructure and high cost of doing business**

Mitigation: Establish creative hubs/zones with prioritized power, broadband, and shared production facilities. Extend duty-free and tax incentives to energy solutions and core production equipment for innovative enterprises.

- **Market access and trade barriers**

Mitigation: Create a Creative Export Desk within trade and investment institutions to support standards, packaging, logistics, and IP registration. Use diaspora networks as ambassadors to organize showcases, festivals, and buyer missions in priority markets, leveraging AGOA/EBA preferences.

- **Diaspora fatigue and trust concerns around funds**

Mitigation: Govern diaspora funds and bonds with independent boards, diaspora seats, quarterly disclosures, and third-party audits. Start with a small, diversified portfolio of visible creative projects (festivals, studios, fashion lines) and communicate results consistently to build confidence.



**HEADLINE
SPEECHES &
OPPORTUNITY
LANDSCAPE**

PRESIDENTIAL CLOSING REMARKS

By H.E. Joseph Nyuma Boakai, Sr., President of the Republic of Liberia at
the Liberia Diaspora Conference

Theme: “Building the Future Together: Reconciliation, National Healing,
Growth and Prosperity”

Distinguished Ladies and Gentlemen,
Fellow Liberians at home and abroad,
Friends and Development Partners,

Today marks a truly historic moment. Over the past two days, we have shared ideas, experiences, and aspirations under the theme “Building the Future Together: Reconciliation, National Healing, Growth and Prosperity.” As we close this first annual diaspora Conference here in Washington DC., I stand before you filled with gratitude, renewed confidence, and hope for Liberia’s future.

Allow me to extend appreciation to all those who made this conference possible. To all Liberians, both at home and in the diaspora, thank you for your passion and contributions. To the Chairman and members of the Planning Committee, your tireless efforts turned this vision into a reality. To the Coordinator of the Diaspora Office, thank you for your leadership and coordination. We deeply appreciate our development partners and sponsors, whose support demonstrates their faith in Liberia’s journey. And to the Friends of Liberia—our brothers, sisters, and allies worldwide—your solidarity strengthens us.

This conference has reaffirmed a powerful truth: Liberia cannot build its future in isolation. We must build it together—with the diaspora as a vital partner. My government is committed to translating this dialogue into action. We will review the various recommendations for actions.

Under our **ARREST Agenda**—Agriculture, Roads, Rule of Law, Education, Sanitation,

and Tourism—we are creating an investment-friendly environment. This agenda is not just a government plan; it is an open invitation to our diaspora to be co-builders of the new Liberia. Major steps are underway in infrastructure development—from roads and energy to ports and digital connectivity—because a strong foundation is the bedrock of prosperity any nation.

To our brothers and sisters in the diaspora: Liberia needs your skills, your capital, your voice, and your ideas. You are more than remitters; you are investors, innovators, and nation-builders. Together, we can turn remittances into factories, scholarships, clinics, and start-ups—transforming private sacrifice into public good.

As we look ahead, the government of Liberia pledges to keep this dialogue alive and to institutionalize diaspora engagement as a pillar of our national development. We will work with you to build transparent systems, protect investments, and ensure that your contributions yield real results for our country and its people.

Let us leave this conference not only inspired but mobilized—reconciled in spirit, united in purpose, and determined to build a Liberia where healing leads to growth and growth leads to shared prosperity. The future is ours to create—together.

Thank you, and let us continue to Think Liberia, Love Liberia and together Build Liberia. may



“WHY LIBERIA” — POLICY TAILWINDS & PATHWAYS

IMMEDIATE GOVERNMENT ACTIONS

- Government Incentives: duty-free imports for construction/agro machinery; tax holidays for qualifying tourism/agro projects; preferential electricity tariffs for large-scale tourism/agro-processing; profit repatriation.
 - Strategic Market Access: AGOA (U.S.), EBA (EU), and AfCFTA for regional African trade.
 - Priority Investment Pathways: tourism & wellness hospitality; agriculture & herbal wellness exports (moringa, soursop, ginger); cooperative real estate and agro-tourism.
1. Publish a consolidated incentives compendium and open a single investor helpdesk for diaspora.
 2. Name sectors fast-track focal points in Tourism and Agriculture to shepherd diaspora deals end-to-end.
 3. Create a light-touch “Wellness & Heritage” designation with expedited permits for eco-lodges/retreats that meet environmental and community-benefit standards.
 4. Bundle first-wave projects (2–3 per pathway) with templated MOUs, land/tenure clarity, and grid/mini-grid options to launch 6–9-month pilots.
 5. Pair financing instruments (diaspora savings bonds, blended finance, partial risk guarantees) to derisk early movers.



**DR. JARSO
MALEY JALLAH**

MINISTER OF EDUCATION KEYNOTE



Remarks delivered by

Dr. Jarso Maley Jallah

Minister of Education

Republic of Liberia



Liberia Annual Diaspora Conference 2025

*Building the Future Together: Reconciliation, National Healing,
Growth, and Prosperity*

Friday, Sept. 26th, 2025

Washington, DC

Distinguished guests, fellow Liberians, friends from near and far, I bring you warm greetings from Liberia. On behalf of the Ministry of Education, I am deeply honored to be here with you today. To speak of education is to speak of the soul of our nation. Because when we speak of classrooms, we are not only speaking of desks and chalkboards, we are speaking of dignity, of peace, and of the promise of prosperity for generations yet unborn.

We see the problem every day. We watch the news and we hear our own university students read aloud, and we feel their struggle. We know that behind every stumble is not a failure of will but a failure of system. In 2023, only 3.3 percent of Grade 3 learners in Liberia could read with understanding. That is not a small crack; it is a foundation problem. And as Nelson Mandela once said, "Education is the most powerful weapon which you can use to change the world." Our challenge is to wield that weapon with honesty, urgency, and unity.

That is why the ARREST Agenda for Inclusive Development places human capital at its very center. Education is the driver of productivity and citizenship, but it is also the filter: for gender equity, for reconciliation, for digital readiness, and for national unity.

Yet, when we were given the opportunity to lead the Ministry of Education in 2024, we did not begin from an easy place. Enrollment had slipped from 1.42 million to about 1.2 million. Too many teachers were underqualified or unpaid volunteers. Many schools operated without permits.

Planning was paralyzed because, since 2021, there had been no full Annual School Census. The system was trying to fly without instruments.

Faced with these realities, the Ministry chose focus. Together with the Education Sector Plan, and the AAID, we defined eight reform priorities:

1. Girls & Inclusive Education;
2. Teachers & Administrators Upgrading;
3. Infrastructure;
4. Instruction & School Supplies, including STEM;
5. Technical & Vocational Education & Training;
6. Improved Early Grade Literacy;
7. School Feeding; and 8. Supervision & Monitoring.

Kwame Nkrumah once said, *“The best way of learning to be an independent sovereign state is to be an independent sovereign state.”* In the same way, the best way to build a credible education system is to act like one.

Our first task was to bring children back. The “Back to My Classroom” campaign is not a slogan; it is action. With district teams mobilizing communities and partners like UNICEF distributing 5,000 school kits, we set a target of 250,000 out-of-school children to be re-enrolled, with special attention to girls, over-age learners, and children without birth certificates. Scholarships have kept over 3,000 girls in school.

Health and protection programs have reached over 100,000 students with eye screenings, distributed 1,600 pairs of glasses, dewormed 70,642 students, and provided 4,700 adolescent girls with menstrual hygiene kits.

School feeding has become one of the most visible commitments, with nearly 240,000 children now eating daily meals. Twenty farmer groups now supply 470 schools, while 138 school gardens feed over 75,000 learners, linking nutrition to farm income. For the first time, a US\$1 million domestic budget line anchors sustainability. Inclusion is no longer abstract; it is reconciliation made real at the school gate each morning.

But children cannot thrive unless teachers are supported. Julius Nyerere reminded us that education is not an escape from poverty, but a fight against it. That fight begins with the people at the blackboard. Since handover, about 2,000 volunteer teachers have been recruited onto payroll, while nearly 9,000 teachers have received salary top-ups.

Leadership is stronger: 16 County Education Officers and 125 District Education Officers vetted, and 125 principals trained. Professional development is shifting from one-off workshops to continuous coaching, supported by digital tools across all counties and peer networks. When teachers are prepared, paid, and coached, learning follows. When they are not, no policy can fill the gap.

Teachers themselves cannot thrive unless schools are dignified. Since 2024, we have completed 48 classrooms, 64 latrines, and 16 water systems. 523 ECE schools received materials, and 1,700 teachers received classroom kits. Ten TVET schools across seven counties were built or retrofitted with ramps, gender-sensitive facilities, and WASH with significant support from the European Union. As our commitment to recognizing excellence in teaching and school leadership, we have launched the 2025 Education Excellence awards to be held in Liberia, December 2025. Moreover, as a testament to advancing this cause, Liberia's Best Teacher nomination to the African Union was submitted and accepted, and Mr. Allen A. Thomas an outstanding Physics teacher at Tappeh Memorial High School in Tappita, Nimba County was selected as one of ten to receive the African Union Best Teacher award for 2025. These are the possibilities we must multiply to empower our teachers and administrators.

On learning tools, 156 digital labs are live nationwide; 27 public senior high schools received science kits, with 50 additional planned for 2025; and 297 teachers trained. STEM clubs are ready to launch so labs become hubs of innovation, not storerooms. A desk, a lab, a lavatory, and a ramp are not luxuries; they are the floor on which learning stands.

Education is only as strong as the bridge it builds to livelihoods. That is why TVET has been revitalized. Teacher recruitment is complete in eight counties, with new streams added in 10 multilateral institutions, and 62 learners already completing short-term skills training. Governance is consolidating under the Liberia TVET Commission so that certificates carry real weight in the marketplace. The goal is simple: a young Liberian must step into a job ladder, not a dead end.

At the root of it all is literacy. If children do not read by Grade 3, every later investment shrinks. The Accelerated Learning Program, with the support of partners, is piloting ways to help 512 overage learners catch up. At scale, the EXCEL Project, valued at approximately US\$90 million with World Bank and GPE support, will embed structured pedagogy, fluency checks, and numeracy routines through 2029. Literacy is our compounding interest, either we invest and watch it grow, or we neglect it and pay the cost across every sector.

After three silent years, the Annual School Census is back, with over 90 percent of schools reporting, and for the first time, TVET included. The new digital permits platform, which will be launched next month, regulates non-public schools, while dashboards are being prepared to show results by sex, disability, and county. Accountability is not punishment. It is how a system tells the truth about itself and then improves. And that honesty is the seed of trust.

But we must be clear-eyed. Enrollment has slipped to about 1.2 million. Over-age learners remain high. Too many classrooms are still semi-solid. Financing stands at 2.6 percent of GDP, with a US\$421 million operational plan facing a US\$307 million gap. These are not abstract numbers. They are kitchens unfinished, textbooks undelivered, teachers unpaid. Amílcar Cabral warned us: “Claim no easy victories.” The victories in education will never be easy. But they will be lasting.

And this is where you, the diaspora, come in. You are not only remitters of money. You are teachers, mentors, innovators, investors, and advocates. You can share expertise through fellowships, online mentorship, and curriculum design. You can invest in graduates with diaspora seed funds that help them start enterprises and hire others. You can sustain scholarships for disadvantaged learners, especially girls and students with disabilities. You can build school-to-work pipelines through internships, apprenticeships, and global networks. You can co-finance school transport, digital labs, and last-mile logistics. You can support school health and accessibility programs. And you can strengthen accountability by raising Liberia’s profile globally.

It was His Excellency who reminded us of the charge we all carry: *“Think Liberia, Love Liberia, Build Liberia.”* To Think Liberia is to put your knowledge and expertise to work for national solutions. To Love Liberia is to make sure no child is excluded, whether through scholarships, meals, or health programs. To Build Liberia is to invest in teachers, in graduates, in infrastructure, and in jobs, so education is not only a promise, but a pathway to prosperity.

So I ask you today: Think of Liberia with your expertise. Love Liberia with your generosity. Build Liberia with your investments. No one is better placed than you to ensure our classrooms are not only open, but alive with opportunity.

In less than two years, Liberia has reopened classrooms to excluded learners, stabilized parts of the teaching force, expanded school meals, placed digital tools in schools nationwide, and restored the data that guide us. The story is no longer one of despair. It is one of possibility. But possibility is not destiny. It depends on what we do next. So, carry this refrain with you: Every child included. Every teacher supported. Every school strengthened.

Come back to the classroom, with your expertise, your investments, your networks, and your voice. If every Liberian child can learn, then every county can prosper. And if every county prospers, the nation rises together.

Thank you.





Headline Facts & Reforms Announced

- Foundational learning crisis: in 2023, only 3.3% of Grade 3 learners could read with understanding.
- Enrollment: slipped from ~1.42 million to ~1.2 million before the current administration; Annual School Census had stalled since 2021 but is now restored with >90% of schools reporting.
- Eight reform priorities: (1) Girls & Inclusive Education; (2) Teachers & Administrators Upgrading; (3) Infrastructure; (4) Instruction & School Supplies (incl. STEM); (5) TVET; (6) Early Grade Literacy; (7) School Feeding; (8) Supervision & Monitoring.
- 'Back to My Classroom' campaign targeting 250,000 re-enrollments; 5,000 UNICEF kits distributed; 3,000+ girls kept in school through scholarships.
- School health & protection: >100,000 students reached with eye screenings; 1,600 pairs of glasses distributed; 70,642 dewormed; 4,700 menstrual hygiene kits provided.
- School feeding: ~240,000 children now receive daily meals; 20 farmer groups

supply 470 schools; 138 school gardens feed ~75,000 learners; US\$1 million domestic budget line established.

- Teacher stabilization: ~2,000 volunteers moved to payroll; ~9,000 teachers received salary top-ups; leadership strengthened (16 County Education Officers, 125 District Education Officers, 125 principals trained).
- Infrastructure & tools: 48 classrooms, 64 latrines, 16 water systems completed; 523 ECE schools received materials; 1,700 teachers received classroom kits; 156 digital labs live; 27 public senior highs received science kits (+50 more planned in 2025); 297 teachers trained.
- TVET revitalization: teacher recruitment completed in eight counties; new programs in 10 multilateral institutions; 62 learners completed short-term skills training; governance consolidating under the Liberia TVET Commission.
- Recognition of excellence: Education Excellence Awards launched (Dec 2025); Liberia's Best Teacher nominee accepted by the African Union, with Mr. Allen A. Thomas was selected as one of the top ten AU Best Teachers for 2025.
- EXCEL Project (~US\$90 million, World

Bank & GPE) to 2029 will embed structured pedagogy, fluency checks, and numeracy routines at scale.

- Financing context: education outlays at ~2.6% of GDP; sector operational plan of ~US\$421 million faces an estimated ~US\$307 million gap; digital permits platform for non-public schools launching to improve accountability.

Diaspora Calls to Action (Education Track)

- Fellowships & mentorship: curriculum co-design, teacher coaching, and online mentorship for learners.
- Diaspora seed funds: graduate start-ups and school-to-work pipelines
- (internships/apprenticeships).
- Scholarships: focused on girls and learners with disabilities; co-financing of transport, digital labs, and last-mile logistics.
- Health & accessibility in schools: support screening programs, WASH, and inclusive infrastructure; strengthen accountability via global visibility and oversight.



Theme: **“Healing, Reconciliation, and Rebuilding: What Can Liberia Learn from Rwanda’s Experience?”**

by Amb. Prof. Charles Murigande Washington D.C., 26 September 2025

- Your Excellency, Mr. Joseph Nyuma Boakai, Sr., President of the Republic of Liberia
- Your Excellency, Madam Kartumu Yarta Boakai, First Lady of the Republic of Liberia
- Honourable members of all branches of the Government of Liberia
- Distinguished Leaders and Members of the Liberian Diaspora
- Esteemed Guests, Ladies and Gentlemen, All protocols observed.

Good morning.

It is a distinct honour to stand before you today and to thank the Government of Liberia for the privilege of addressing the opening session of the Liberia Diaspora Annual

Conference 2025, on the timely and deeply relevant theme of: **“Healing, Reconciliation, and Rebuilding: What Can Liberia Learn from Rwanda’s Experience?”**

This theme resonates not only with Liberia but with all nations that have endured the painful journey from conflict and devastation toward peace, renewal, and development.

I commend His Excellency, President Joseph Nyuma Boakai, Sr., for convening this Liberia Diaspora Conference under the theme **“Building the Future Together: Reconciliation, National Healing, Growth, and Prosperity”**—just three months after hosting the **“National Healing, Reconciliation, and Unity Program”** in Monrovia on July 5, 2025.

This demonstrates clearly that, for you, Mr. President, the people of Liberia—whether at home or abroad—are one and indivisible, and that together they must build a reconciled, united, and prosperous nation.

The words of Jesus Christ in Matthew 12:25 remind us that: “Every kingdom divided against itself will be ruined, and every city or household divided against itself will not stand.” There is no higher duty for a national leader than reconciling and uniting his people. Mr. President, I commend you for setting your heart, mind, and strength on this noble task.

1. Rwanda’s Darkest Hour
Excellencies, Ladies and Gentlemen,

To appreciate Rwanda’s transformation journey, one must briefly recall its darkest moment—the 1994 genocide

against the Tutsi.

In just 100 days, over one million people — men, women, children, even hospital patients — were brutally slaughtered by their own government security forces, neighbours, teachers, doctors and nurses on account of their ethnicity or even because they opposed this madness. Millions more fled to refugee camps in neighbouring countries. All institutions collapsed. The economy was looted and destroyed. Professionals were either killed or complicit in the killings and fled the country. Rwanda became a byword for despair and hopelessness.

The international community, though bound by the 1948 UN Genocide Convention, failed to act. It abandoned the Tutsi to their fate. Only the courage, selflessness and determination of the Rwandese Patriotic Front, under the leadership of Major General Paul Kagame, brought an end to the genocide and opened the way to a new beginning.

But the genocide did not erupt overnight. It was the culmination of decades of divisive policies—colonial and post-colonial—designed to separate Rwandans into artificial “ethnicities,” institutionalizing discrimination, exclusion, and periodic massacres. Hatred was cultivated systematically until, in 1994, it exploded with catastrophic consequences.

The first lesson from Rwanda’s tragedy is therefore clear: **when a nation builds its politics on division, discrimination and exclusion, the result is not just inequality—it can escalate into catastrophic violence, death and destruction.** Preventing



such outcomes requires constant vigilance against any policy or practice that divides citizens into “us” and “them.”

2. The Turning Point Excellencies, Ladies and Gentlemen,

After the genocide, many believed Rwanda would remain a failed state — some prominent leaders even suggested partitioning it into a “Hutuland” and a “Tutsiland.” But our leaders rejected these predictions of doom, gloom and despair. They believed our tragedy was not something in our DNA against which we had no remedy, but rather the product of decades of bad governance. They resolved to build a new Rwanda on different foundations through principled, disciplined and visionary leadership as well as on accountable and transparent governance.

At the heart of Rwanda’s reconciliation, recovery, and rebuilding were three deliberate and foundational choices.

First, we chose to stay together

After the horrors of genocide against the Tutsi, many expected revenge or exclusion. Instead, the Rwandese Patriotic Front resisted the temptation of the **“winner takes it all,”** and formed a broad-based Government of National Unity. Revenge killings were harshly punished and completely discouraged. Close to 3 million refugees were brought home and resettled.

We placed national identity above ethnic identities. Ethnic labels, once used to divide us, were abolished from identity

cards and official discourse and practices. The program **“Ndi Umunyarwanda”**, meaning **“I am Rwandan”**, affirmed that we are one people with a shared destiny. We established institutions such as the National Commission for Unity and Reconciliation, the Civic Education Commission (Itorero) and recently the Ministry of National unity and Civic Engagement, charged with the responsibility of implementing unity and reconciliation policies and programmes.

We revived the indigenous **Gacaca community courts** to deliver justice at scale, combining accountability with reconciliation, i.e. a restorative instead retributive justice. Survivors were supported through a dedicated fund for their housing, health, and education needs.

This choice—**remaining together**—was the hardest but most essential. And today, thirty-one years later, Rwandans of all ethnicities and backgrounds live, study, and worship side by side and are even intermarrying once again.

Second, we chose accountable and transparent governance

We understood that exclusion, corruption, and impunity had been the roots of our tragedy. Rebuilding required a governance system based on inclusivity, transparency, and efficient service to citizens.

Power was decentralized. Corruption was fought relentlessly. Public trust in institutions was restored. Today, various studies show that Rwanda ranks among Africa’s best-governed nations, with the world’s highest proportion of women in parliament,

judiciary and cabinet, one of the least corrupt systems in Africa, and efficient, transparent institutions trusted by citizens and admired globally.

Third, we chose to think big

Finally, we refused to remain victims of our past and natural constraints. We believed that Rwandans are a dignified people, endowed with capacity to transform their lives for the better and achieve what other peoples around world have achieved in terms of development. Thus, we embraced ambitious national visions—first Vision 2020 and now Vision 2050—to transform our economy into one that is inclusive, knowledge-based, technology-driven, and globally competitive.

We invested in health, education, technology, and infrastructure. We positioned ourselves on the world stage as contributors, not beggars. As a result, Rwanda has experienced two decades of rapid, inclusive growth, resulting in major reductions in poverty, dramatic improvements in health and education indicators, unprecedented jump in life expectancy, as well as a record increase in access to basic infrastructure such as water, electricity, telephone and internet. Rwanda is the second largest contributor of UN Peacekeeping forces in the world and enjoys a global reputation for order, safety, and innovation.

As John Maxwell has said, **“Everything rises and falls on leadership.”** Bad leadership brought calamity on our country and good leadership has been slowly but surely transforming it for the better. Rwanda’s renewal was not



automatic. It was the outcome of hard, sometimes painful, but ultimately transformative decisions.

3. Lessons for Liberia

1. From this journey, Liberia may draw several lessons:
2. Confront the past honestly. Healing cannot rest on denial. Truth must be named, however painful. On that front, I ask you all to congratulate President Boakai for leading by example.
3. Build national unity as the cornerstone of nationhood. Citizenship must rise above ethnic or regional divides.
4. Pursue accountable governance. Trustworthy institutions are essential for peace and stability.
5. Invest in reconciliation policies and implementation mechanisms. Create spaces where truth can be told, forgiveness offered, and communities healed.
6. Think big about the future. Do not let conflict and poverty define you. Aspire to prosperity and transformation.

Here, the Liberian diaspora has a critical role to play in bringing skills, resources, and networks to advance education, technology, natural resources beneficiation, renewable energy, and more.

4. A Personal Testimony

If I may add a personal testimony: in 1994 I was a researcher at Howard University with a promising academic career and a comfortable life.

But when I heard about the devastation of my country caused by genocide, like Nehemiah in the Bible, who left the comfort of the Royal Palace to rebuild the walls of Jerusalem, I knew my place was no longer with Howard University but with my people, and I immediately went back home. For six months, I worked without salary; when pay began, it was just \$140 a month compared to \$4,000 at Howard University. Yet, I never regretted it. Looking back at Rwanda's transformation, I am grateful to have made my modest contribution at a moment when my country needed me most.

To the Liberian Diaspora, I say: **Liberia needs you now.** Like Nehemiah in the Bible, leave comfort behind and go to help rebuild the walls of your nation, or at the very least be pro-bono Ambassadors of your country, mobilizing and facilitating investment, tourism, knowledge and technology transfer into your country and creating markets for your country's goods and services.

5. Closing Reflections

Excellencies, Ladies and Gentlemen,

Before I conclude my remarks, let me say that today Rwanda is no longer known only for its tragedy, but mostly for its successful post-conflict transformation. It now hosts global events such as the FIFA Congress (2023), the FIA Awards and General Assemblies (2024) and as we meet here today, the World Cycling Championship (2025), all of these coming for the first time ever on African Continent!

I also want to add that the road from conflict to renewal is long and painful, but Rwanda shows it can be done. If Rwanda could rise from genocide to global respect, then surely Liberia—with its proud history, rich resources, resilient people, and vibrant diaspora—can build a future of unity, justice, and prosperity.

Let this Conference be more than dialogue. Let it spark commitment and action. Let Liberia, too, be remembered not only for its trials, but much more for the triumph of its renewal.

May all Liberians commit to working together to build a reconciled, united, and prosperous Liberia.

God bless Liberia, her leadership, and her people. Thank you for your kind attention.



CLOSING

LDAC 2025 proved that diaspora engagement, when structured and measurable, can become a true engine of national renewal. The President's leadership, combined with legislative alignment and partner support, has laid the groundwork for durable investment and engagement architecture. Suppose the Secretariat, Fund/Commission, and digital layer are established on the proposed timelines and paired with targeted agriculture pilots. In that case, Liberia can convert conference momentum into jobs, exports, and social impact within the next 12 months, while deepening reconciliation and public trust at home and abroad.



Notable Members of the Planning Committee:

Ambassador Emmett L. Dunn – Chairman
Madam Macdella Cooper – Co-Chair
Hon. Paul T. Lamin – Chair, Finance
Mrs. Robena Vincent – Chair, Fundraising
Eminent Emmanuel S. Wettee – Chair, Diaspora Engagement
Rep. Naquetta Ricks – Member
Hon. O. Natty B. Davies – Member
Mrs. Louise K. Tamba – Advisor, Diaspora Office
Mrs. Georgietta Gray – Member

Hon. Nathaniel T. Kwabo – Advisor, Planning Team
Mr. Anthony V. Kesselly – Advisor on Diaspora Affairs
Mr. Ivan J.M. Grigsby – Member
Madam Cynthia Blandford – Member
Madam Lisa White – Member
Members of the Secretariat:
Director General, Cabinet Office
Ministry of Finance
Ministry of Information, Cultural Affairs and Tourism







APPEN



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Appendix A

Healing, Reconciliation, and Rebuilding

Deliberations on National Reconciliation, Healing, and National Rebuilding

Theme: Healing, Reconciliation, and Rebuilding: A New Chapter for Liberia

Format: Discussion was broken into two parts: a panel discussion and two breakout sessions. For the breakout sessions, participants were invited to choose one of the discussion groups.

Part #1: Panel Discussion

Panelists discussed the theme, and participants had the opportunity to ask questions and make suggestions.

Panelists

- Professor Dr. Welma Machinini Reed, PhD
- Dr. Quita Roberts,
- Mr. Eric Quaqua, National Peace Ambassador of Liberia
- Mr. Mohammed Keita, President, Union of Liberian Associations in the Americas, ULAA
- Professor Dr. Charles Murigandi, Keynote Speaker; former Minister of Justice, Rwanda

Topic Lead

Mr. Alphonso W. Nyenuh, MA

Part #2- Breakout Discussions

There were two breakout sessions.

Breakout Group #1: ***Building National Unity Beyond Political & Generational Divide.***

Dr. Joseph Gbaba and Dr. Konneh led this Breakout discussion.

Breakout Group #2: ***Healing Historical Wounds, Addressing the Legacy of the Civil War.***

Mr. Alphonso W. Nyenuh led this Breakout discussion.

Background

Reconciliation, accountability, and nation-building were the main themes at the Liberia Diaspora Annual Conference. Liberia's history of conflict, bad governance, and civil war displaced and affected many. While healing the nation is crucial, fully achieving reconciliation and national unity remains a challenge.

Following periods of conflict, societies are often confronted with the challenges of identifying and addressing the causes of conflict and building structures that support durable peace and progress. In 2005, Liberia embarked on this path by establishing a Truth and Reconciliation Commission (TRC). The TRC heard testimonies, collected evidence of human rights abuses, and made recommendations on how to address abuses and the country's ugly and violent past, and to build a peaceful and democratic nation. While efforts were made to implement the TRC's recommendations, these efforts have been uncoordinated, have gained little traction or public awareness, and the challenges of buy-in and the full participation of the public remain obstacles.

Recognizing the importance of reconciliation to national healing and development, the government of Liberia, under the administration of President Joseph Nyuma Boakai, organized the first ever global Liberia Diaspora Annual Conference as part of its national consultation with citizens to engage the views and expertise of Liberians living outside the country on four critical national development issues; namely, Reconciliation, education, Health, and Investment.

From September 26-28, 2025, the Government of Liberia convened the first-ever diaspora dialogue with Liberians residing in the global diaspora. The issue of reconciliation featured prominently in the deliberations. The Keynote address delivered by Dr. Charles Murugandi, a former Rwandan official who participated in Rwanda's reconciliation program, and the official launching speech by President Joseph Nyuma Boakai focused heavily on reconciliation and unification, and on their vital necessity in building a peaceful and democratic Liberia.

Overview

The keynote speaker, panelists, and participants agreed that any national reconciliation program must be robust, intentional, and address issues of justice and accountability, the historical and structural abuses and inequities of the past, and the emotional and psychological wounds suffered by victims. Participants resolved that reconciliation and national rebuilding programs must address the material and economic needs of victims and societies. Towards this goal, participants proposed a holistic approach to reconciliation, healing, and nation-building, to encompass accountability mechanisms, including war and economic crimes prosecutions, and healing and reconciliation approaches that include individual, group, and community-based programs that seek to reconcile people across ethnic, religious, political, class, and gender lines.

Participants also identified failures in governance as contributors to the conflict and national discord, and resolved that to build sustainable peace and achieve national development, serious structural reforms must be undertaken in the national governance infrastructure; emphasizing such vital governance indicators as transparency and open government, fair and equitable distribution of national resources, promotion and defense of human rights, and the full involvement of the citizenry in the national discourse.

Healing Historical Wounds- Addressing the Ugly Past

Participants agreed that the healing of historical wounds must begin with acknowledging the historical inequities and divisions that are responsible for, and at the foundation of, our national discord. The historical

divisions that the group noted include classism (the Country- Congo divide), religious, ethnic/tribal, gender divides, and the unjust and discriminatory social and economic structures that date back to the past.

Participants agreed that to achieve national healing and cohesion, programs must be developed that promote cooperation, collaboration, and communal problem-solving. Groups and communities must be encouraged to work together on healing and community rebuilding initiatives to foster national cohesion and a national identity over tribal and religious identities.

One example given is the Inter-Faith Mediation Committee, composed of Christian and Muslim leaders. The Inter-Faith Mediation Committee was a religious group of Christian and Muslim leaders that played a pivotal role in peace talks and ending the Liberian civil war.

Participants also proposed that creating an inclusive national identity that reflects the shared heritage and cultural beliefs of Liberians, regardless of class, religion, ethnicity, gender, age, and social status, is key to achieving national cohesion and cooperation.

The inclusion of culturally relevant content in literacy and school curriculum to educate Liberians about their historical and cultural heritage. This includes drama, storytelling, music, dance, paintings, and the publication of culturally relevant textbooks to promote the building of *national identity*.

Recommendation: *Any healing and reconciliation efforts must be inclusive, representative, and broad-based—from the community to the national level—and address wounds across all groups and communities. This will enhance trust building, healing, collaboration, and national cohesion.*

Remembrance/Memorialization Programs: These should take the form of structures/symbols and programs.

Remembrance/Memorialization

Structure:

Participants agreed that memorial structures are critical to promoting remembrance, healing, and a national commitment to never return to the ugly past. They thus proposed structures in the form of monuments, Peace parks, memorial trees, and cultural and traditional structures and symbols as may be deemed appropriate by communities. Participants also proposed that these structures should be built across the country, particularly in areas where major abuses such as massacres were perpetrated.

Programs

Participants also proposed programs that recognize and support victims of abuse. Towards this end, they proposed the following:

1. Providing families who lost loved ones with death certificates, letters/plaques of acknowledgement, and letters of apology from the government.
2. National Day of Remembrance/memorialization, engagement with communities.

Addressing the Ugly Past: Justice & accountability for past abuses.

War & economic crimes prosecutions, censures, sanctions, etc.

- The group acknowledged that genuine reconciliation will be impossible without accountability.
 - **Recommendation:** Participants proposed the full implementation of the Truth & Reconciliation Commission (TRC) recommendations related to war & economic crimes prosecutions. The TRC proposed the trial of a list of individuals who “bear the greatest responsibility for crimes.” Participants also suggested that citizens be involved in implementing the TRC recommendations and be educated about the outcomes.

Building a Sustainable & Just Peace

- **Addressing the needs of victims.** The participants strongly agreed that addressing the emotional/psychological, material, and economic needs of victims is crucial to attaining healing and nation-building. They observed that programs in this direction must be deliberate, robust, and directed at rebuilding the lives of individuals, families, and communities. Participants, however, observed that very little has been done towards this end. They point to the problem of “zogos” as a case in point, and that could be addressed through the intervention programs that they propose.
 - **Recommendation**
 - Invest in social service programs to address victims’ psychological, social, and economic needs. These should include:
 - Health (physical and mental/emotional).
 - Housing support
 - Economic empowerment programs; training and job placement loan schemes for small business investments
 - Job creation programs
 - Preference in employment for victims of crime and disadvantaged individuals; infrastructure programs, such as road and bridge construction projects, should include quotas for affected individuals.
 - Government procurement programs should prioritize purchases from businesses owned by war-affected individuals and groups.
 - Support for small business creation and related initiatives must target these populations.

Reparation Fund

- Participants also proposed a national reparations fund to fund the initiatives discussed above, as well as the rebuilding of traditional, cultural, religious, and other edifices that were damaged or destroyed.
 - **Good Governance: Transparent and open government, rule of law, anti-corruption programs**
 - Corrupt, unaccountable institutions and exclusionary political practices are at the root of our problem. Participants agreed that, to ensure a successful transition from the corrupt and violent past to a future of durable and sustainable peace, national unification and development, and governance reforms that fully respect and protect citizens’ civic,

political, social, and economic rights are indispensable. Accordingly, they insist that the following must be prioritized and undertaken.

- **Anti-corruption initiatives:** Legislation creating *specialized corruption courts and removing/ extending the statute of limitations on corruption prosecutions*
 - Protection of fundamental liberties: including free speech and free association
- **Reform of the judicial system:** to ensure free, fair trials and justice for all
- **Social and economic rights- equitable distribution of national wealth/resources:** ensure the creation of social welfare programs to include food, housing, education, and healthcare, safe drinking water
- **Free, fair democratic elections and full participation of all citizens,** including those living in the diaspora, in elections (Diaspora voting) and other democratic processes.
- **Representation of all voices** to include those who live outside the country. That shall consist of the allocation of seats in the National Legislature to Liberian citizens in the diaspora, as well as voting rights for Liberians residing in the Diaspora. Diaspora organizations, led by ULAA (Union of Liberian Associations in the Americas) commit to sharing the cost of Diaspora voting. Emphasis should also be placed on representation for unrepresented and underrepresented groups, particularly women.
- **Building strong, responsible, and accountable political institutions:** political parties and political party leaders and members have a civic responsibility to protect peace, respect the rule of law, and promote responsible civic engagement.
- **Decentralization & Inclusion:** Government reform to ensure decentralization to center power in the hands of the people, particularly at local levels, where they can decide their own destinies. Local government structures provide people with the opportunity to participate directly in their communities and to have a voice in leadership decisions as well as program selection, design, and implementation that affect their lives.
- **Accountable & open Government:** While acknowledging the government's recently introduced Performance tracking program, the program must have an outward-facing requirement where government officials and institutions report on their achievements and shortfalls to the people. Accountability requires transparency.

The Diaspora commits to partnering with the government through professional and resource support to facilitate these and other reforms, including working with the National Legislature and other relevant institutions.

Approach To Fostering Reconciliation

Government-led *reconciliation Programs vs independent National Reconciliation Commission- What form should the reconciliation program take?*

Independent National Reconciliation Commission

Currently, reconciliation and healing programs are being undertaken by government agencies and institutions, including the Ministry of Internal Affairs. The National Human Rights Commission has also been working to implement the TRC's recommendations, particularly regarding the TRC's recommendation on Palava Hut — community healing initiatives.

While acknowledging these efforts, the group proposed that an independent National Reconciliation Commission is best suited for spearheading the country's national reconciliation and healing program.

An independent National Reconciliation Commission will provide the required framework and a bottom-up, community-focused approach that is crucial to achieving true reconciliation and healing, community and national cohesion, and sustainable peace and security, rather than a top-down, government-driven approach, which, historically, has produced mixed results at best.

Why A National Reconciliation Commission

1. **Why A Separate Institution on Reconciliation:** Setting up a National Reconciliation Commission dedicated to solely pursuing reconciliation will demonstrate the importance and imperative nature of reconciliation. It will also emphasize the importance that the government attaches to the issue of reconciliation.
2. **Independent National Reconciliation Commission versus government Implementation:** Reconciliation requires trust and confidence. People are likely to participate fully in the reconciliation process only when they trust the people and institutions overseeing it.
3. **Top-down, government-led reconciliation approaches have often had mixed results;** they historically have struggled to engender buy-in and participation from some sectors of society who may perceive government and government officials as parties rather than impartial brokers or as people working towards a partisan political end.
4. **A government- or Ministry of Internal Affairs-run reconciliation program** could be paralyzed by government bureaucracy and expose the process to political debate. It could also limit the program's scope, as Internal Affairs Ministry officials may be constrained in their outreach to the diaspora and other communities. Additionally, assigning such a critically important national undertaking within an institution charged with other duties is likely to undermine focus and efficiency.
5. **Efficiency, Effectiveness & Success:** Establishing an agency whose sole role is to foster reconciliation will make the process more efficient and is more likely to achieve the desired result. With the sole focus on implementing and achieving reconciliation, such a commission/entity would be better positioned to design and implement in-depth programs and activities.

Role Of the Diaspora

In advancing reconciliation and healing at home and abroad. All reconciliation programs must include diaspora representation —diaspora will be hesitant to commit resources without involvement. The diaspora commits to contributing expertise and other resources to achieve reconciliation and cohesion within the diaspora and in Liberia.

1. A specific Example/recommendation to diaspora organizations on how they can contribute to reconciliation and healing efforts in Liberia. Under this strategic funding approach called the "Adopt A Project," diaspora communities can commit to funding reconciliation and healing and rebuilding programs, including the construction of peace parks, the planting of memorial trees, the erection of monuments, commit funding to training and job creation programs, community peace initiatives like palava hut meetings, sports competitions, the rebuilding of shrines, religious and cultural edifices, etc.,

destroyed as a result of the war, etc.

2. The Government of Liberia and the diaspora community can collaborate to establish a sovereign wealth fund to support peace and reconciliation-related projects in Liberia.

Programming Approach

1. Participants recognized the critical role that the performing and visual arts can play in promoting peace and reconciliation and proposed the use of visual and performing arts in peace, reconciliation, and unification messages and programs.
2. The Government of Liberia can promote peace and reconciliation by implementing the Truth & Reconciliation Commission (TRC) Report and educating citizens on implementation outcomes.
3. The Government of Liberia can promote peace and reconciliation through performing and visual arts

Appendix B

EDUCATION

Discussion and Proposals

Education is Liberia's pathway to national development. Aligning education with the country's top priorities will enable a shift from conflict and stagnation to a new era of growth. Achieving this transformation requires a bold redesign of Liberia's education system.

This mission demands bold reforms and unified action from all Liberians, including those abroad. The diaspora's role is essential to rebuilding the education ecosystem through capacity-building, curriculum reform, teacher training, technological innovation, and targeted financial support.

With advanced qualifications and global resources, diaspora Liberians can help close critical gaps as teachers, researchers, mentors, and facilitators of international partnerships.

Through its vast and engaged alumni network, the Liberian diaspora must become a driving force in reviving and reforming Liberia's education system. All stakeholders are called to unite and take consistent, impactful action to lead this transformation.

Transitioning to systemic reform, rebuilding Liberia's education sector after years of war and institutional decay is essential. The country must align its education strategy with social and economic needs by adopting new approaches, reforming outdated systems, and investing adequate resources in educational renewal.

The diaspora, equipped with global expertise and resources, is uniquely positioned to drive transformation. However,

their efforts require better coordination and strategic alignment for maximum impact.

Currently, many diaspora individuals, organizations, county associations, and alumni groups are contributing significantly to education in Liberia through scholarships, school construction, teacher training initiatives, and more. But these efforts often occur in isolation, without sufficient coordination or collaboration with the government.

Engaging diaspora Liberians is essential to revitalizing Liberia’s education system and ensuring sustainable progress.

The Liberia Diaspora Annual Conference (LDAC) was established to strengthen diaspora engagement and investment in Liberia’s education system. The conference urges all diaspora members and partners to participate, actively bridge the coordination gap with the government, and help create sustainable improvements in Liberian education outcomes.

During the conference, participants identified key areas of engagement and developed recommendations to enhance collaboration between the government of Liberia, the Liberian diaspora, and local education stakeholders, ensuring that collective efforts led to measurable progress in revitalizing the country’s education system. The LDAC identified the following key areas and made the following recommendations.

Addressing Unequal Access, Delivering Relevant Education for the Digital Age.

Access to quality education in Liberia remains uneven, particularly among children in rural and underserved communities, among girls. Despite significant progress in recent years, deep disparities persist. Additionally, although the global education system is rapidly evolving in the digital era, many Liberian students still lack adequate access to digital tools and learning resources.

The conference identified several key interventions and programs crucial to promoting equitable access and ensuring that education in Liberia aligns with the technological realities of the world, meeting both regional and international standards.

Adopting Technology to Scale Education Access & Improve Quality.

Technology represents the new frontier in education. It aims to address infrastructure, access, and the quality of teaching and learning. By integrating technology, Liberia can bridge the educational divide and deliver learning that aligns with the nation’s social and economic development goals.

A reformed, technology-driven education system can transition from blackboards to digital platforms, leveraging mobile phones (already widespread across the country), e-learning apps, radio-based digital lessons, and cloud-based educational resources. This blended approach can ensure that no child is left behind, whether in Monrovia or in most

remote villages.

Towards a Digital Education Approach- A 21st Century Approach

Emerging Technologies & Digital Tools & Resources, such as solar-powered community hubs, low-bandwidth internet solutions, and offline learning tools, can be used to deliver quality education in areas without reliable electricity or connectivity.

These innovations are already being piloted in other African countries, and Liberia must position itself to scale them nationally.

The following digital tools and technologies, and their uses, were identified as critical to the proposed technological and digital transformation of the education system.

- **Smartphones** combine communication, internet access, and applications into a single portable device. They enable people to stay connected anytime, anywhere.
- **Artificial Intelligence (AI):** AI powers various applications, helping streamline tasks and personalize user experiences.
- **Cloud Computing:** allows data storage and access over the internet rather than on local devices.
- **Internet of Things (IoT):** IoT connects everyday objects to the internet, enabling them to collect and exchange data.
- **Social Media Platforms:** Facebook and Twitter facilitate communication and content sharing among users worldwide.

Cost-effective, Ready-to-use tools.

- 1. Mobile Learning Platforms (SMS & App-Based)**
 - Mobile phone access is far higher than computers or broadband. **Examples:** Eneza Education (SMS learning), Ustad Mobile, WhatsApp-based study groups. **Impact:** Reaches students in rural areas cheaply, even on basic phones.
- 2. Radio & Interactive Audio Instruction (IAI)**
 - Radio remains the widest-reaching medium across Liberia. Examples: Educational radio programs, call-in Q&A, SMS quizzes. Impact: Ensures continuous learning in areas without electricity or internet (proven effective during the Ebola outbreak).
- 3. Offline Learning Platforms & Content Servers**
 - Many schools lack reliable internet but could benefit from digital libraries. **Examples:** Kolibri, RACHEL (offline Wi-Fi hotspots), Raspberry Pi servers. Impact: Gives rural schools access to books, videos, and interactive lessons without ongoing data costs.
- 4. Open Educational Resources (OER)**

- Provides free, high-quality materials adaptable to Liberia’s curriculum. Examples: Khan Academy offline, African Storybook (for literacy), OER Commons. Impact: Reduces reliance on expensive textbooks and expands access to updated content.
- 5. Low-Cost Tablets & E-Readers (with Solar Support)**
- Devices preloaded with local curriculum can transform classrooms—Examples: Worldreader (for reading), tablets with solar charging kits. Impact: Bridges the digital gap for underserved schools while avoiding dependence on costly computer labs.

Top 5 Emerging Technologies for Education in Liberia

- 1. Artificial Intelligence (AI) for Personalized Learning**
 - Teacher shortages make AI tutors and chatbots powerful supplements. **Impact:** Delivers adaptive lessons, language support, and homework help via mobile or WhatsApp. **Example:** AI chatbots that answer students’ questions in real time.
- 2. Low-Earth Orbit (LEO) Satellite Internet**
 - Connectivity is the foundation for digital learning. Impact: Provides affordable, high-speed internet to rural schools and communities. Example: Starlink or OneWeb connecting schools in underserved counties.
- 3. Cloud-Based Learning & Virtual Classrooms**
 - Bridges distance by linking Liberian students with diaspora educators. **Impact:** Enables hybrid learning, remote teaching, and access to global resources. **Example:** Jitsi (lightweight virtual classroom), Google Workspace for Education.
- 4. Virtual & Augmented Reality (VR/AR)**
 - Makes science labs, field trips, and history lessons possible without high costs. **Impact:** Immersive, engaging, and helps overcome the lack of facilities. **Example:** Labster for virtual science experiments, AR history apps on smartphones.
- 5. Blockchain for Academic Credentials**
 - Protects student records and supports international recognition of qualifications. **Impact:** Reduces fraud, makes diplomas verifiable worldwide. **Example:** Blockcerts digital diplomas.

Liberia’s best path forward is a hybrid education model that immediately expands reach through mobile and radio, augments learning in schools with offline digital resources and open content, and supports these tools with solar-powered, low-cost devices.

Liberia’s immediate priorities should be deploying AI tutors to supplement teaching, expanding reach with satellite internet, and building cloud-based classrooms to leverage diaspora expertise. Stakeholders must act now to execute these initiatives and accelerate progress toward high-quality digital education nationwide.

Internet Connectivity — An Indispensable Education Infrastructure: Participants agreed that Internet Connectivity is critical to expanding educational access, broadening **students’** access to knowledge networks, and delivering 21st-century education.

Liberia is connected to the Africa Coast to Europe (ACE) submarine fiber-optic cable, managed by the

Cable Consortium of Liberia (CCL). However, only 45% of total capacity has been allocated among three telecommunications providers (Libtelco, MTN, and Orange).

To harness the potential of digital learning, the Government must:

- Set aside an Education Connectivity Allocation equal to 10% of the ACE cable capacity.
- This dedicated bandwidth allocation should be distributed to schools nationwide at close-to-cost pricing. This will enable access to global knowledge networks, digital learning tools, and virtual instruction.

Bringing Teachers & Education Professionals into the Digital Education Space.

Teachers and educators must be at the center of the digital education transformation. Training educators to use digital tools effectively will multiply impact. Diaspora Liberians have had significant exposure to digital education, and many have acquired skills in this field. Their skills and access to resources can be harnessed towards training teachers and other education professionals in this regard.

STEM (Science, Technology, Engineering, Mathematics) EDUCATION FOR TRANSFORMATION & ECONOMIC DEVELOPMENT- Redesigning Education to meet the national development needs

A focus on STEM education is essential to Liberia's development and long-term prosperity needs. Given the nation's history, economic challenges, and aspirations for sustainable growth, as well as the imperatives of the new technological economic age, a stronger focus on STEM education is a national imperative. An emphasis on STEM education is needed to transform the country by rebuilding its human capital, promoting innovation, and producing a workforce that is aligned with the new global economy.

The Liberian diaspora is uniquely positioned to help drive this transformation. The diaspora can play a pivotal role in addressing the challenges associated with scaling up STEM education in developing countries such as Liberia, including limited infrastructure, a shortage of teachers qualified in STEM education design and delivery, and gender disparities in STEM education.

Diaspora professionals can drive capacity building in STEM Education by assisting with curriculum development, teacher training, online laboratories, and other initiatives. They can do so through their expertise and networks with academic professionals, institutions, and organizations in the developed world.

They can form partnerships with local educators to provide mentorship and leadership training. In adopting STEM education, it is critical to align Liberia's curriculum with international standards- while also keeping them relevant

to national development needs and priorities. Diaspora educators can help in this regard by designing curricula that blend global STEM competencies with Liberia's education and development goals.

Bringing girls into STEM education is critical to achieving the country's development goals. Many female students and girls are not encouraged into STEM fields. With their exposure and expertise in STEM education design and delivery, diaspora Liberians can help bridge this gap through creative, innovative interventions, including outreach, tutoring, scholarships, exchange programs, science and technology clubs, and more.

Role of The Diaspora in Driving Education Transformation in Liberia.

Many Liberians in the diaspora have access to global networks, skills, and resources that can accelerate Liberia's educational transformation. Diaspora Liberians can play a crucial role by leveraging their global networks, skills, and resources, by forging partnerships with tech companies, funding pilot projects, or mentoring young innovators. By supporting and spurring innovation locally, the diaspora can help to revamp and reorient the Liberian education system.

A. Bridging the Manpower Resource Gap:

- Serving as teachers, mentors, innovators, investors, and advocates.
- Sharing expertise through fellowships, online mentorship
- Assisting in curriculum design.

B. Resource Support:

- Investing in graduates with diaspora seed funds that help them get jobs, start enterprises, and hire others.
- Providing scholarships for disadvantaged learners, especially girls and students with disabilities.
- Building school-to-work pipelines through internships, apprenticeships, and global networks.
- Financing/co-financing school transport, digital labs, and last-mile logistics.
- Supporting school health and accessibility programs.
- Facilitate the improvement of school facilities, libraries, and laboratories through fundraising and grants
- Establish partnerships between Liberian schools and international universities or NGOs. Promote resource exchange, joint projects, and research collaboration.

C. Technology Support

- Diaspora tech experts can drive the integration of technology in schools by developing e-learning platforms, online libraries, and digital classrooms.
- Train teachers to use technology effectively for lesson planning and student engagement.
- Build collaborations with NGOs and private firms to expand access to computers, tablets, and internet connectivity, especially in rural areas.
- The diaspora can establish lasting partnerships through alumni networks that offer expertise, mentorship, and financial support.

D. Advocacy Support

- Advocate for education reforms, teacher incentives, and increased budget allocations for STEM and technology integration.
- Strengthening accountability by raising Liberia's profile globally.

Government's Role

Diaspora Engagement

None of the ideas and plans outlined in this document can be realized without the necessary policy framework. The Liberian diaspora has acquired significant resources and global connections. There is also a vast, often well-resourced network of alumni associations of former Liberian school graduates in the diaspora, which usually contributes to education projects and initiatives in Liberia. These resources and expertise cannot be brought to bear in Liberia without the government's engagement.

The Government MUST work to establish structures that can both reach out to and respond to outreach from diaspora professionals. Connecting with Liberian Government (Education Ministry) officials has been a challenge for diaspora professionals who desire to contribute.

The Ministry of Education MUST also develop mechanisms to engage with groups such as alumni associations, County organizations, etc., that have been contributing or can contribute to education programming and development in Liberia. The absence of such engagement mechanisms has created a gap in need identification, leading to misplaced resources and possibly wastage.

Vocational/Tertiary Education

Vocational and tertiary education are meaningless if recipients are not directed into jobs. The government must establish work-to-education pipelines for young people undertaking vocational and tertiary training. An example would be a policy requirement that every infrastructure project—road, bridge, building, etc.—must absorb a specific number of vocational and technical education graduates.

Funding/Resource Allocation

Sustainable Development Goal 4, set by world leaders in 2015, commits to providing every child and youth with a quality education by 2030. This is called Sustainable Development Goal 4. The government must allocate more resources to education to achieve this commitment and to reach the recommended funding level of 6% of GDP

Appendix C

MOH DIASPORA CONFERENCE

INCREASED PARTICIPATION OF THE DIASPORA IN LIBERIA'S HEALTH SYSTEM

BY:

DR. LOUISE M. KPOTO

MINISTER

MINISTRY OF HEALTH

GOVERNMENT OF LIBERIA

DATE: SEPTEMBER 26, 2025

OUTLINE

- Liberia and the Health System (an overview)
- Some health challenges
- Key focus areas of the Ministry of Health
- Summary of Achievements under the current Administration
- Video on achievements
- Future plans (short to medium term)
- Collaboration with the Diaspora
- Adapting the Health System to advance collaboration
- Discussion

LIBERIA AND THE HEALTH SYSTEM

- 5.4 million people
- 15 counties
- 98 Health Districts
- Three-tier level of care
 - Primary Care
 - Secondary Care
 - Tertiary Care
- 921 functional health facilities
 - 782 (84.9%) health clinics
 - 96 (10.4%) health centers
 - 43 (4.7%) hospitals
- 29% of population without access to health facility within 1 hour walk



HIGH LEVEL HEALTH CHALLENGES

Health system performance

- High maternal mortality ratio (742 deaths per 100,000 live births)
- High newborn death rate (37 per 1000 live births)
- Low health worker density - 13.9 per 10,000 population (WHO recommends 23 core health workers per 10,000)
- Low In-patient bed density - 7.3 per 10,000 population (WHO recommendation 25 per 10,000)
- Low motivation of health staff (remuneration and limited career growth opportunities)
- Large number of volunteers
- Paper-based health records at primary level
- Distribution of health infrastructure including equipment
- Deplorable roads especially during the rainy season

KEY FOCUS AREAS

- Improve maternal, newborn, and child health services
 - Decrease maternal mortality ratio
 - Decrease newborn death rate
 - Increase vaccination coverage
 - Decrease Stunting rate
- Improve referral and linkages between primary and high levels of care
 - Telemedicine
- Increase opportunities for career growth by all staff (irrespective of type or level)
- Digitize health records
- Increased probity, accountability, and transparency in the use of resources and increased efficiency of the health system
- Introduce a national social health insurance scheme
- Implement the Community Revolving Drug Fund
- Domestic resource mobilization for health
- Increase collaboration and joint-planning with all stakeholders (national and sub-national, partners, diaspora, etc.) towards improving health outcomes
 - Technical assistance (in areas of limited capacity)
 - Investment in infrastructure (Ministry of Public Works, etc) and equipment
 - Equipment availability and maintenance
- Strengthen Public Private Partnership

WHAT WE HAVE ACHIEVED SO FAR

Leadership and Governance

- Revised key policies with a focus on strengthening priority areas
- National Social Health Insurance legislation drafted (Liberia Health Equity Fund)
- HRH policy and strategy under revision
 - HRH census completed (feeds into HRH policy)
 - Career growth and development (expanded and strengthened)

Health Financing

- Increased GOL health budget from USD 75.5 million (FY23) to USD 80.1 million (FY24)
- % of national budget allocated for health (10.4%) accounting for 91.3M (FY25)
- USD 4.7 million allocated for essential medicines
- Increased drive towards a national social insurance scheme
 - In the meantime, implementing community co-financing initiatives (community revolving drug fund)
 - Exemptions: Indigent persons and Children under four months old
- Contributed to Global co-financing agreements: Global Fund, Gavi

WHAT WE HAVE ACHIEVED SO FAR

Access to essential medicines

- Improved the supply chain management system
- All distributions from the central medicine stores up to date and on time
 - Decreased stock-out rate (from 90% to 10%)
- Increased accountability of medicines
 - National Task Force established
 - Improved tracking and involvement by all stakeholders including communities
 - No reports of missing medicines and health supplies

Health information systems

- Electronic immunization registry (EIR) introduced
 - Tracking children (under two)
 - Will decrease the number of defaulters
- Reviewed all paper-based registers
 - Plans to migrate to electronic format
- Quarterly data quality reviews at all levels of the health system
- Health facility specific catchment population framework implemented
- Reviewing the national indicator reference manual

WHAT WE HAVE ACHIEVED SO FAR

Health workforce

- Increased remuneration of 5,675 health workers
- Hired 501 staff of the 666 volunteers.
- Workforce development
 - New training programs: Scrub Nurse, Radiographer and Nurse Anesthetist Programs
 - New residency training programs in Radiology and anesthesiology
 - Enhanced Specialized training for MOH staff in other countries: China, Kenya, etc.

Service Delivery

- Regulatory bodies (LMDC, Nursing and Midwifery Board, Pharmacy Board, etc.) tracking and prosecuting fake service providers as well as unregistered facilities
- Registered non-debarred facilities providing services
 - Malaria services: Malaria vaccine was in 2024 in six counties (Grand Gedeh, Grand Kru, Maryland, River Gee, Rivercess and Sinoe). Vaccination Coverage, May 2024 - August 2025 - 45%
 - Reduction in malaria incidence by 44%; prevalence decreased from 45% to 17.7%
 - HIV/AIDS: Liberia at 80% - 98% - 95%

CAPACITY BUILDING



WHAT WE HAVE ACHIEVED SO FAR

Others

- Increasing health infrastructure (e.g., primary and secondary health facilities in different stages of completion, staff housing, laboratories, oxygen plants, etc.)
- 80% completion of 150 bed maternal and pediatric hospital (New Redemption)
- Increased community engagement towards a more inclusive community drug revolving fund (CRDF) scheme and community health
- Procurement of MRI for JFK Hospital

- Active participation of Liberia at global fora (UN conferences, etc)



ACHIEVEMENTS IN ACTUALITY

RE-BRANDING THE HEALTH SECTOR UNDER THE LEADERSHIP OF DR. LOUISE MAPLEH KPOTO

PLANS FOR THE FUTURE

- Opening a midwifery school in Bomi to serve the western cluster (Bomi, Grand Cape Mount & Gbarpolu Counties)
- Opening a Dental Training Institute
- Increase the capacity of the Biomedical Technicians to handle new equipment
- Construction of an additional Regional Diagnostic Center in Bomi to serve the western cluster.
- The establishment of a Mobile Surgical Outreach Team to deliver services at hard-to-reach communities.
- Construction of Staff housing for health workers.
- Equipping counties with Ambulances for referrals

COLLABORATION WITH THE DIASPORA

Purpose

- Increase the participation of the diaspora in Liberia's health system
- Harness the untapped potential of the diaspora to mobilize and increase health investments (capacity building, funding, infrastructure, equipment, etc.) in Liberia
- Formalize a Diaspora Health Partnership Framework under the MOH

Potential Outcomes of collaboration

- Increased specialist training and exchange programs (all category of staff)
- Continuous professional development program established
- Temporary skilled professionals hired
- Improved digital health records, telemedicine, and innovative technologies
- Improved public-private partnerships and increase diaspora-led businesses in health

COLLABORATION WITH THE DIASPORA



ADAPTING HEALTH SYSTEM TO ADVANCE COLLABORATION

- **What we intend to do and are doing**
- Establish a diaspora health desk at the MOH
 - Will also serve as a help desk
- Explore partnership models and agreement options for a win-win collaboration
- Launch flagship initiatives

Contact: mdu.moh24@gmail.com



Appendix D

Outcome of Deliberations

Trade & Investment

Background

Liberia has made significant strides since the end of its 15-year civil war. The war devastated the economy, decimated infrastructure, and displaced hundreds of thousands of citizens worldwide. Despite progress in recovery, the country remains classified as low-income with persistent economic and social challenges. Unemployment remains exceedingly high, especially among young people. Seventy-five percent of the population is under age 35, and 63% is under age 25. According to the 2024 United Nations Human Development Report, Liberia ranks 178th out of 191 countries, with nearly 45% of its population living in multidimensional poverty.

While this situation presents enormous challenges, Liberia holds great potential. The nation is rich in natural resources and a very youthful population. Many Liberians who fled during the civil war, and their descendants living abroad, have acquired significant skills, capital, and global networks. These assets, if strategically harnessed, provide an excellent opportunity for economic renewal and development.

President Joseph N. Boakai has attributed Liberia's economic stagnation to poor governance. He has pledged to lead with integrity and vision. In January 2025, Boakai's administration launched the Arrest Agenda for Inclusive Development (AAID), a five-year national plan built around six key pillars, including Economic Transformation. This pillar emphasizes investment, job creation, export growth, and industrialization. The goal is to elevate Liberia to lower-middle-income status. The government believes that achieving this goal depends on the full participation of Liberians in the country's economy and on Liberian ownership. This belief is rooted in the Liberianization policy, which promotes Liberian ownership and broad-based participation in the national economy.

Unlocking The Potential of the Diaspora & Building A Conducive Investment Climate Towards Economic Renaissance.

At the Liberia Diaspora Annual Conference, deliberations on investment focused on unlocking the diaspora's potential to drive national economic transformation. The dialogue reaffirmed the government's commitment to inclusive engagement with Liberians worldwide. It emphasized the need to build a conducive investment climate through the Liberianization agenda.

Liberia's economy remains heavily reliant on the extraction and export of primary commodities. These include gold, diamonds, timber, rubber, iron ore, and other goods, all of which are vulnerable to global markets. To build resilience, the government aims to complement foreign direct investment with robust Liberian ownership. The path forward centers on economic diversification, industrialization, and job creation through the growth of Small and Medium Enterprises (SMEs). Diaspora investors, innovators, and entrepreneurs are seen as key partners in this effort. They bring capital, expertise, and global connections to help shape Liberia's economic future.

Key Priorities.

1. Identify practical ways to encourage Liberians in the global diaspora to contribute their skills, expertise, and financial resources. The goal is to drive national economic development through targeted investments and job creation.
2. Strengthening the government's role in fostering a supportive business climate by improving policies, infrastructure, and institutional capacity to attract and sustain investment.

Harnessing the Power of the Diaspora for Economic Development-

Channeling Diaspora Resources into Engines of Economic Development

Liberians who fled the country during the civil war and settled abroad have acquired significant skills, expertise, capital, and global networks. Many remain connected to Liberia, contributing through remittances, charitable initiatives, and community development. In 2024, diaspora remittances to Liberia were estimated at \$ 800 million. Beyond direct remittances, diaspora-led initiatives contribute significantly to the country's rehabilitation and development by rebuilding schools, clinics, and medical facilities.

Deliberations at the Liberia Diaspora Annual Conference focused on ways to challenge and encourage Liberians to shift the paradigm from charitable giving to strategic investment for job creation and a sustainable economy. Participants in the Investment dialogue emphasized that the diaspora, with its scale and resources, can be a transformative force in Liberia's economic revitalization. Given the decline in international aid, targeted diaspora investment offers a critical safeguard and a pathway to sustainable development.

Commitments and Recommendations.

- Recommend providing training, access to microloans, and local mentorship to empower relatives and communities in Liberia through small-business ventures that generate employment opportunities.
- Transform the power of remittances into enterprise; invest in factories, startups, and job opportunities to drive the economic growth that the country needs.
- From partnerships among diaspora members to combine resources, increase impact, and reduce risks for each individual investor.
- Attract global investors, particularly in sectors such as energy, technology, and telecommunications, by leveraging diaspora networks.
- Leverage favorable trade agreements to grow Liberian exports.
- Serve as ambassadors abroad in promoting business opportunities in Liberia.
- Utilize dual citizenship status to access host country support and facilitate investment and trade ventures in Liberia.
- Seize government opportunities and invest in critical sectors such as tourism, agribusiness, healthcare, education, and technology.

High-impact, high-yield investment and Business Opportunities.

- Energy- electricity generation
- Telecommunications
- Agribusiness
- Tourism
- Financial Services
- Technology

Government's Role

Removing Barriers and Building a Conducive Business Climate.

Participants also addressed the structural challenges that hinder business growth in Liberia. The following challenges were identified.

- Poor physical infrastructure — roads and bridges.
- Weak, inconsistent judicial system.
- Corruption and lack of transparency.

Addressing the Barriers

- Infrastructure development, including the rehabilitation of transport and logistics networks, is needed to reduce travel time and costs. The government reaffirmed its commitment to paving at least 485 km of primary roads.
- Modernize key sectors—energy, housing, and ICT — to improve effectiveness and efficiency in the conduct of business.
- Reduce business costs by implementing reforms to lower the cost of doing business and improve competitiveness.
- Increasing the affordable energy supply both in rural and urban communities.
- Strengthening the legal systems by implementing reform of the judiciary to ensure transparency and effective mechanisms for redress.

Incentives & Support to spur Business & Investment.

- Establish a Diaspora Investment Fund to facilitate high-impact investment and trade ventures.
- Creation of a Diaspora Commission as a permanent body to ensure sustained engagement with Liberians in the diaspora on issues of investment and trade.
- Launch Diaspora Savings Bonds to facilitate diaspora contributions and provide resources for investment in impactful community and national development projects.
- Government Duty-free policy exemption on construction equipment and agricultural machinery to reduce startup costs for investors.
- Leverage Duty-free exports to U.S. markets (AGOA) and the European Union (EBA).

Legislative Support

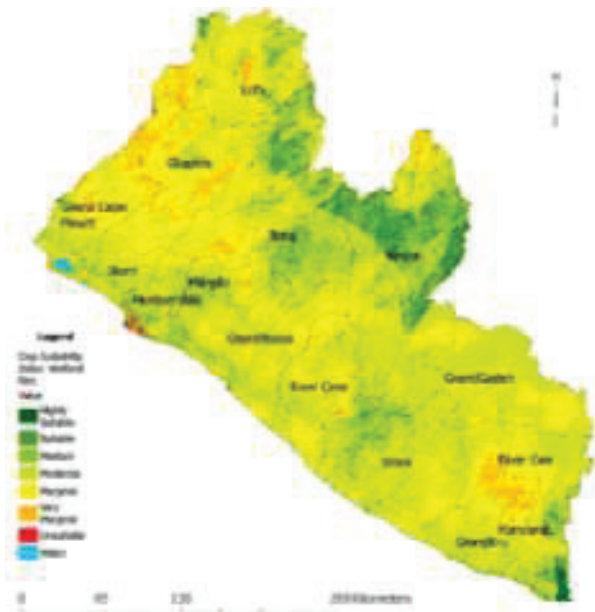
- Senate Pro-Temp Senator Nyonblee Karna-Lawrence announced plans to establish a dedicated council to ensure diaspora voices are integrated into national policymaking.
- Budgetary appropriations towards a diaspora investment fund
- Budgetary support for establishing Liberian government offices in Australia, Canada, and other countries to support business, trade, and citizen representation

In his keynote address, President Joseph N. Boakai acknowledged the enormous contributions of the diaspora to the country's post-war recovery. He issued a clear and heartfelt invitation: Liberia is ready and needs your engagement, "the doors are open."

Appendix E

LIBERIA CROP SUITABILITY MAP

RICE

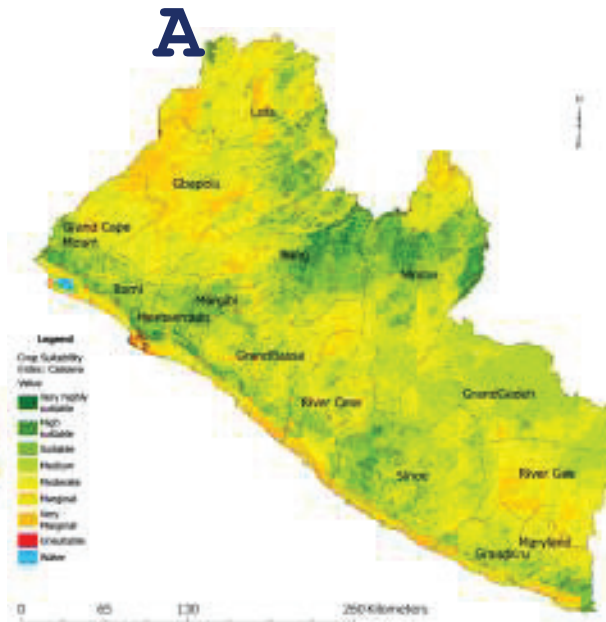


464,814.6

Total area (Maryland, Nimba, Bong, Lofa)

- Improved Inputs
- Research & Extension
- Irrigation
- Mechanization services
- Processing

CASSAVA



1,813,688.6

Total area (Bong, Nimba, Sinoe, G.Cape Mount, Lofa, Bassa.

- Improved Inputs – planting materials
- Research & Dev. Serv.
- Mechanization services
- Access to finance
- Processing and Packaging Facilities

MAIZE



523,757.6

Total area (Nimba, Lofa.)

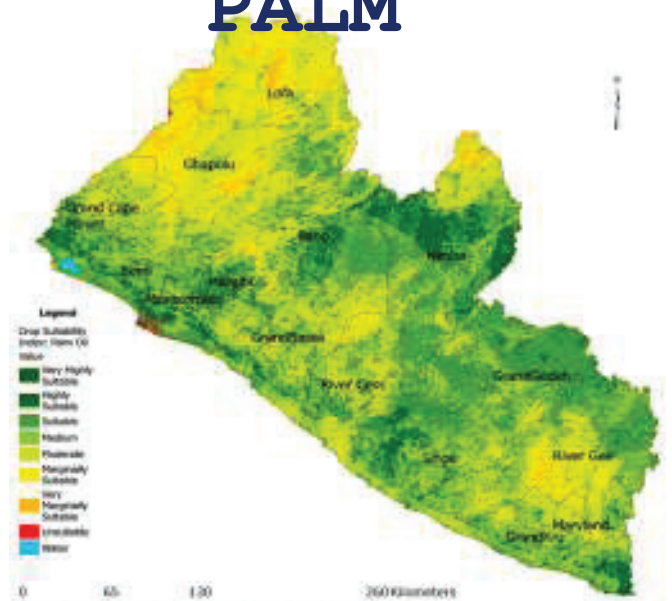
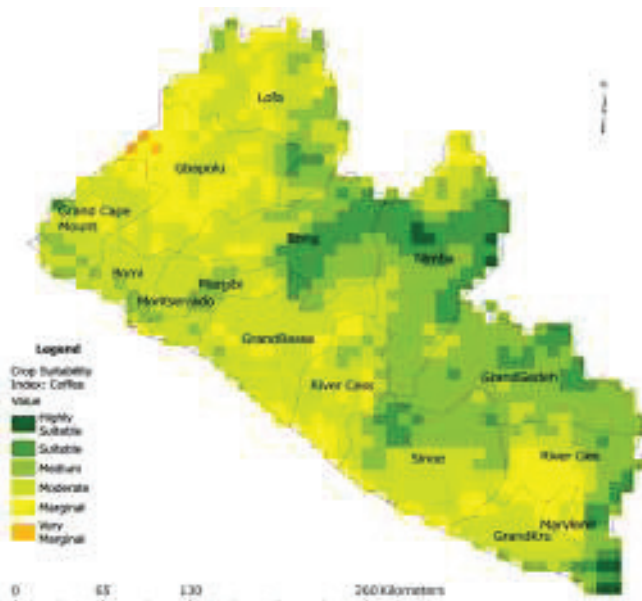
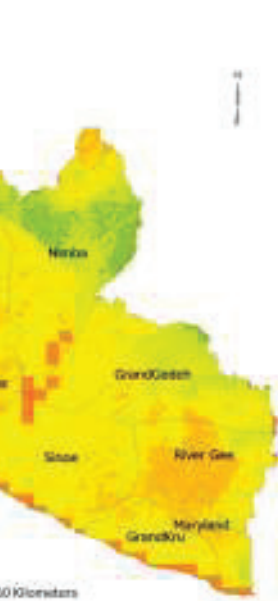
- On farm and industrial feed production
- Improved maize inputs/technology
- Post-harvest equipment and machinery
- Standard setting and market linkages

SUITABILITY

SIZE

COFFEE

OIL PALM



6 ha

1,160,408.9

3,459,151.17

...a, Bong,

Total area (Bong, Nimba, Grand Gedeh and Maryland)

Total area (Maryland, Sinoe, Nimba, Bong, G.Cape Mount.)

Industrial
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- Improved inputs and production technology
- Sustainable farm practices
- Increased infrastructure and processing facilities
- Domestic value addition
- Farm certifications
- Market linkage

- Mechanization
- Irrigation
- Local Inputs Manufacturing [Seed, Fertilizers and Agro-Chemicals]
- Inputs Financing
- Out grower schemes

Appendix F

Summary Statements

Breakout Session on Leveraging Innovation and Technology for Education in Liberia

Dr. John Wulu

Panelist Dr. John Wulu focused on technology as a driver for educational transformation in Liberia. He highlighted digital tools—e-learning platforms, mobile applications, and offline solutions—as means to expand access, particularly in rural and underserved areas. Dr. Wulu identified key factors for success: teacher training, supportive government policies, and diaspora engagement. He concluded with a call for collective action to bridge the digital divide and better equip Liberia’s youth for the global knowledge economy.

Mr. Daniel Mahn

Panelist (Mr. Daniel Mahn) stressed that bridging Liberia’s digital divide requires localized and innovative solutions. Ideas highlighted included solar-powered learning hubs, offline-first digital tools, and mobile-based platforms to extend access in rural and underserved communities. The discussion underscored that teacher training, community ownership, and public-private partnerships are essential for success. Diaspora engagement was identified as a key driver in piloting and scaling these innovations to ensure that every Liberian child has equal access to quality education, Mr. Mahn noted.

Ms. Enid-Mai Jones King

Panelist Ms. Enid-Mai Jones King discussed the diaspora’s role in advancing technology-driven education initiatives. She described contributions such as skills transfer, mentorship, and building partnerships to bring innovation and resources into Liberian schools. Ms. King stressed the need to pilot scalable solutions, advocate globally, and align national education priorities. She called for active diaspora engagement to bridge the digital gap and create sustainable pathways for quality education.

Mr. George Fahnbulleh

Panelist Mr. George Fahnbulleh highlighted the importance of education for Liberia’s nation-building agenda. Presenting a policy brief on expanding internet connectivity, he stressed that reliable and affordable access is essential in the digital era. Mr. Fahnbulleh noted that though Liberia is connected to the ACE submarine cable managed by CCL, only 45% of the capacity is allocated among three providers. To harness digital learning, he proposed establishing a dedicated Education Connectivity Allocation for schools.

He proposed a dedicated Education Connectivity Allocation of 10% ACE bandwidth for schools, distributed at close-to-cost rates. This would grant nationwide access to digital learning tools and global knowledge networks, enabling virtual instruction for all.

Ms. Katumu Pettiquio

Panelist Ms. Katumu Pettiquoi underlined that strong policies and strategic investments are crucial for scalable, sustainable technology-enabled education in Liberia. She highlighted the need for a national framework, reliable infrastructure, and robust teacher training for effective implementation. Ms. Pettiquoi named public-private partnerships and innovative financing as key to expanding and sustaining access. She urged the diaspora to champion effective policies, mobilize resources, and drive partnerships for Liberia’s digital education future.

Appendix G

Liberia Revenue Authority: A Partner in Diaspora Development

Your Guide to Taxation in Liberia

27 September 2025



LRA
LIBERIA REVENUE AUTHORITY

Duty-Free Privileges



Policy:

- The LRA provides duty-free privileges to qualified individuals, including Liberian returnees and non-profit organizations. This is intended to support those permanently relocating, repatriating belongings, or contributing to specific development projects.

Application Requirement:

- A formal application has to be made for each shipment.





Duty-Free Requirements for Charities and Non-Profits

Documents to Provide with Application

- Valid NGO Accreditation Certificate from the Ministry of Finance & Development Planning (MFDP)
- Valid Tax Clearance Certificate (TCC) for pass-through taxes
- Detail Packing List showing quantities
- Commercial Invoice or estimated value
- Bill of Laden
- LRA Consolidated Revenue Form (CRF) / Single Administrative Document (SAD)

Procedure

- Submit a request to the sector agency for a duty-waiver application to LRA along with the listed supporting documents.
(Importation of materials for the health sector should be routed through the MOH; education materials should be routed through the MOE; materials for the agriculture sector should be routed through the MOA; etc.)
- The sector agency reviews the request and submits an application to LRA on the NGOs behalf.
- LRA reviews the submission and grants the waiver.
- Application for duty-waiver is free.

Note: Duty-free status is not granted to charities and non-profits for used vehicles.



Duty-Free Requirements for Returnees

Documents to Provide with Application

- Proof of Liberian Citizenship
(Passport, National ID, Voter's Card, etc.)
- Proof of Long-stay Abroad
(Passport, residence card, driver's license, etc.)
- Detail Packing List of Personal Effects showing quantities
- Vehicle Title (one vehicle per returnee)
- Estimated value of personal effects and vehicle
- Bill of Laden
- LRA Consolidated Revenue Form (CRF) / Single Administrative Document (SAD)

Procedure and Some Clarifications

- Submit a request for duty-waiver to the Commissioner General along with the listed supporting documents.

Clarifications

- **Personal effects** include household items (furniture, fridges and refrigerators, air conditioners, TVs, etc.), clothes, shoes, food items, etc.
- Building materials are not personal effects and are therefore not duty exempt.
- Commercial quantities are disallowed.
- One returnee is entitled to one vehicle which title must be in the returnee's name for at least six months prior to the shipping date.
- Application for duty-waiver is free.

Note: A returnee must be physically in Liberia to apply.



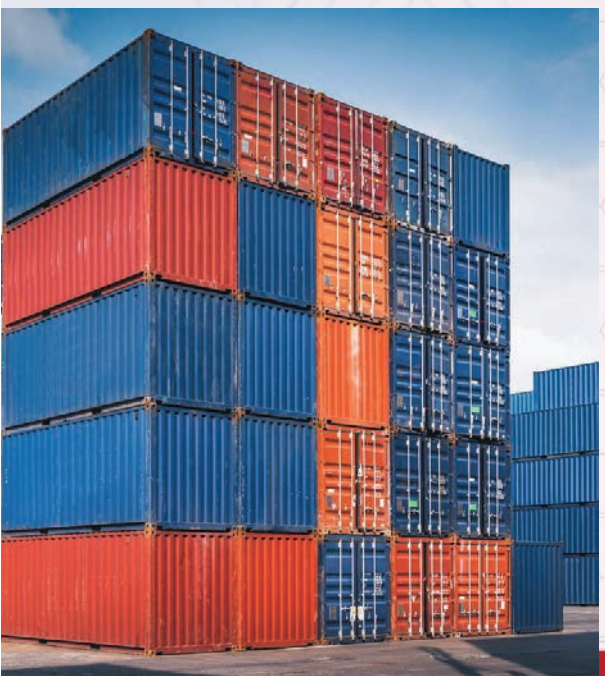
Clearing Containers: Commercial vs. Non-Commercial



- **Commercial Shipments:**
 - For businesses and investors shipping goods for sale, the process involves standard customs valuation and duty assessment
- **Procedures:**
 - Submit a SAD and a Commercial Invoice. Goods are valued based on the transactional value (the price paid) and a Harmonized System (HS) code is used to determine the correct tariff. Applicable taxes like Customs Duty, ECOWAS Trade Levy (ETL), and Goods & Services Tax (GST) are calculated.



Clearing Containers: Commercial vs. Non-Commercial



Non-Commercial (Personal Effects) Shipments:

- These are for personal use or donations and are generally assessed differently.

Procedures:

- The process is similar to commercial clearing but may involve a simplified declaration. Goods are subject to physical examination by Customs to confirm they are indeed for personal use and not for commercial purposes.

Fees:

- Fees vary widely based on the value, weight, and type of goods. For a precise estimate, use the LRA's online Customs Duty Calculator



MEDTECH vs. CTN: Understanding the Difference

- **MEDTECH:**
 - This is an inspection company that does Destination inspection. Its role is to conduct goods inspection at destination and issues a Clean Report of Findings (CRF). The CRF verifies the value, quantity, and quality of goods shipped to Liberia. This helps prevent undervaluation and misclassification.
- **CTN (Cargo Tracking Note):**
 - This is a mandatory electronic document that provides advance information on cargo, including the shipper, consignee, and goods. It's intended to enhance security, facilitate faster clearance, cargo tracking, and provides real-time data to customs authorities.



MEDTECH vs. CTN: Understanding the Difference

Impact on Cost:

CTN cost:

The fee for a CTN is a fixed charge based on the container size (e.g., 20-foot is 95USD and 40-foot is 190USD).

MEDTEC cost:

The cost of the CRF is tied to the value of the goods being shipped, 1.2% of the CIF value.

While both are mandatory, the fees are separate and serve different purposes. The CTN is for tracking, while the MEDTECH CRF is for valuation and inspection.

Real Estate Tax for Diaspora Property Owners



What is it?

- Real Property Tax is an annual tax on land, buildings, and other fixed improvements. All property owners, whether residential or commercial, are required to pay this tax.

Real Estate Tax for Diaspora Property Owners



Residential Properties:

- The tax is calculated on the assessed market value of the property. The LRA has an online calculator to help estimate your tax liability.

Commercial Properties:

- These are also taxed based on their market value, but may fall under a different rate or valuation method compared to residential properties.

Vacant Land:

The Tax is calculated on the market value of the land and/or building.



Real Estate Tax for Diaspora Property Owners



Rates On Developed Land	Rate
1. Commercial Building	1.50%
2. Industrial Building	1.50%
3. Residential Building	0.25%
4. Farm in Urban Areas	0.33%
5. Farm outside Urban Areas	0.25%
6. Building/Improvement on Public Land	
a. Commercial Building	1.00%
b. Residential Building	0.14%

Rates On Undeveloped Land	Rate
1. Unit within city or town limits:	
a. City or town lots	3.50%
b. Farmland	4.00%
c. Acre or above (vacant land)	4.50%
2. Unit outside city or town limits:	
a. All land (without building)	L\$ 5.00/acre

Real Estate Tax for Diaspora Property Owners



Example of Residential Property Tax Calculation

Property Value = US\$10,000

- If the property is **residential**, the tax will be determined as follows:

(Note the residential rate is 0.25%)

$$\begin{aligned} \text{Tax Due per Annum} &= \text{Property Value} \times 0.25\% \\ &= \$10,000 \times 0.25\% \\ &= \mathbf{\$25 \text{ per annum}} \end{aligned}$$



Real Estate Tax for Diaspora Property Owners

Payment & Due Date:

- Real Property Tax is due annually between January 1st to July 1st. Late payments accrue penalties and interest.
- Property owners must first obtain a Tax Identification Number (TIN) and have their property valued and registered by the LRA.



Registering a Business and Obtaining a TIN

Establishing a Business:



- Business Registration:
 - Begin at the Liberia Business Registry (LBR). This is a one-stop-shop that handles company name reservation and the initial registration process.
- TIN & Business Registration Certificate:
 - Upon registration, the LBR will facilitate the issuance of a Tax Identification Number (TIN) and your Business Registration Certificate.



Registering a Business and Obtaining a TIN

Tax Requirements:



- Annual Income Tax:
 - Businesses are required to file and pay income tax annually.
- Goods & Services Tax (GST):
 - This is a tax on goods and services sold in Liberia. Businesses with a turnover above a certain threshold must register for and collect GST.
- Withholding Tax:
 - A portion of payments made to suppliers and service providers must be withheld and remitted to the LRA.

Engage a registered tax practitioner or consultant in Liberia to ensure full compliance with all regulations.



Tax Clearance Certificate: Requirements & Process

TCC01
(Rev. Aug 2017)
Office of the Joint Chief Executive Officer
Liberia Revenue Authority

TAX CLEARANCE CERTIFICATE REQUEST FORM

DATE: _____

1. NAME OF TAXPAYER: _____

2. TAXPAYER'S IDENTIFICATION NUMBER (TIN): _____

3. TYPE OF BUSINESS: Corporation Partnership Sole proprietorship Individual

4. BUSINESS ACTIVITY TYPE: Merchandising Service Import Export Logging Telecommunication Others

5. TAXPAYER'S ADDRESS: _____
COUNTY: _____ DISTRICT: _____
TEL. NO.: _____
EMAIL ADDRESS: _____

6. MAIN CONTACT PERSON: _____
TEL. NO.: _____

7. PURPOSE: _____

8. TAX DIVISION: Large Tax Medium Tax Small Tax

9. TYPE OF TAX CLEARANCE: Regular Divisional Annual

What is it?

- A Tax Clearance Certificate (TCC) is a document issued by the LRA that certifies a taxpayer has complied with all known tax requirements at the time of issuance.

Why You Need It:

- A TCC is essential for numerous transactions, including bidding on government contracts, receiving government payments, and some banking transactions.

Application Process:

- Apply for your TCC online via the LRA's e-services portal. Submit the required supporting documents, which may include your Business Registration, Articles of Incorporation, and proof of tax payments. Applications are processed within 1 to 4 working days, provided all information is complete and accurate.

Cost:

- A Tax Clearance Certificate is free of charge.

Investment Incentives



Investment Incentives:

- The Government of Liberia, through the National Investment Commission (NIC), offers various incentives to attract both domestic and foreign investment. These may include tax holidays and customs duty exemptions for specific sectors like agriculture, manufacturing, and energy. We encourage you to consult with the NIC for detailed information on available incentives for the diaspora.

Tax Payment Channels



- Tax Payment Channels:
 - The LRA has made paying taxes more convenient.
- Commercial Banks:
 - Pay at any designated commercial bank.
- Mobile Money:
 - Pay through authorized mobile money platforms.
- Online Portal:
 - Use the LRA's e-payment portal.
- Point of Sale (POS):
 - LRA offices and the Freeport of Monrovia are equipped with POS systems for credit/debit card payments.

Links to Pertinent Documents and Resources



- LRA Consolidated Revenue Form (CRF) / Single Administrative Document (SAD)
<http://bit.ly/4mF1fCe>
- Online Customs Duty Calculator
<http://bit.ly/4pEXpvz>
- Online Real Estate Tax Calculator
<http://bit.ly/3VDgGja>
- Registered Tax Practitioners
<http://bit.ly/3ltnugl>
- Online Application for Tax Clearance
<http://bit.ly/4pHkRrN>

Links to Pertinent Documents and Resources



- LRA ePayment Portal
<http://bit.ly/4nAfE3y>
- Guides on Tax Procedures
<http://bit.ly/47ZThjn>
- Guides on Customs Procedures
<http://bit.ly/46BapcJ>
- National Investment Commission
<https://www.investliberia.gov.lr/>

LRA Customer Service Contact Info



Toll Free Number/WhatsApp:
0770-572-572



LRA Official Website: www.lra.gov.lr
Email Address: info@lra.gov.lr

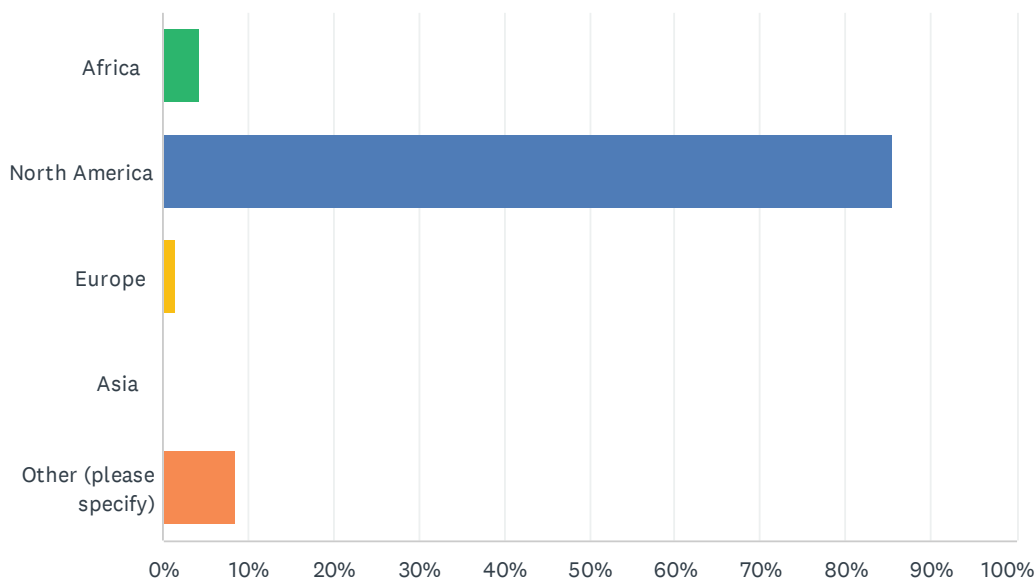
Facebook: Liberia Revenue Authority
<https://www.facebook.com/LiberiaRevenueAuthority>

Appendix H

LDAC Post Conference Feedback Survey

Q1 Which region do you currently live in?

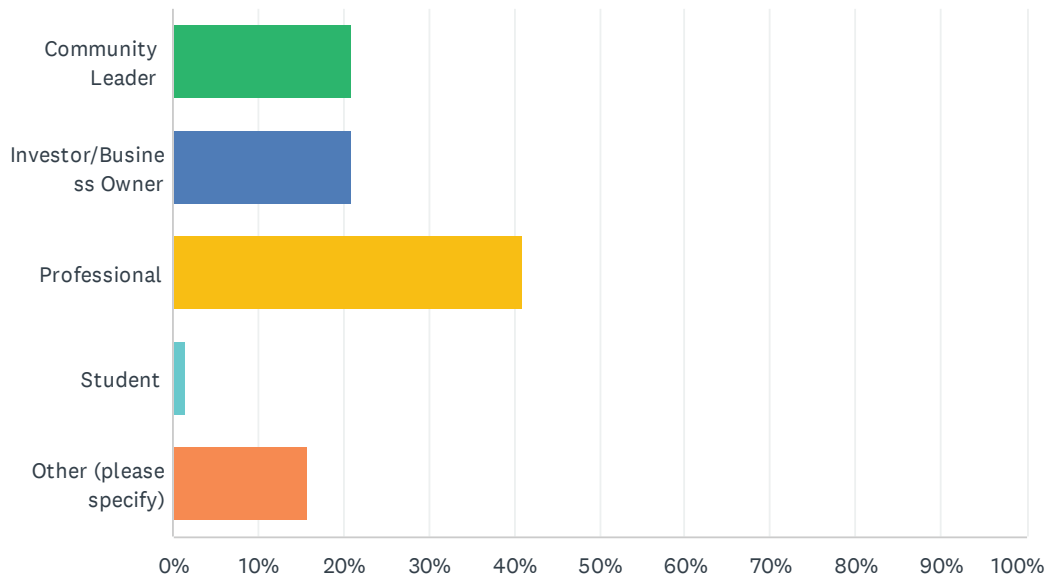
Answered: 255 Skipped: 1



ANSWER CHOICES	RESPONSES	Respondents
Africa	4.31%	11
North America	85.49%	218
Europe	1.57%	4
Asia	0.00%	0
Other (please specify)	8.63%	22
TOTAL		255

Q2 What is your role?

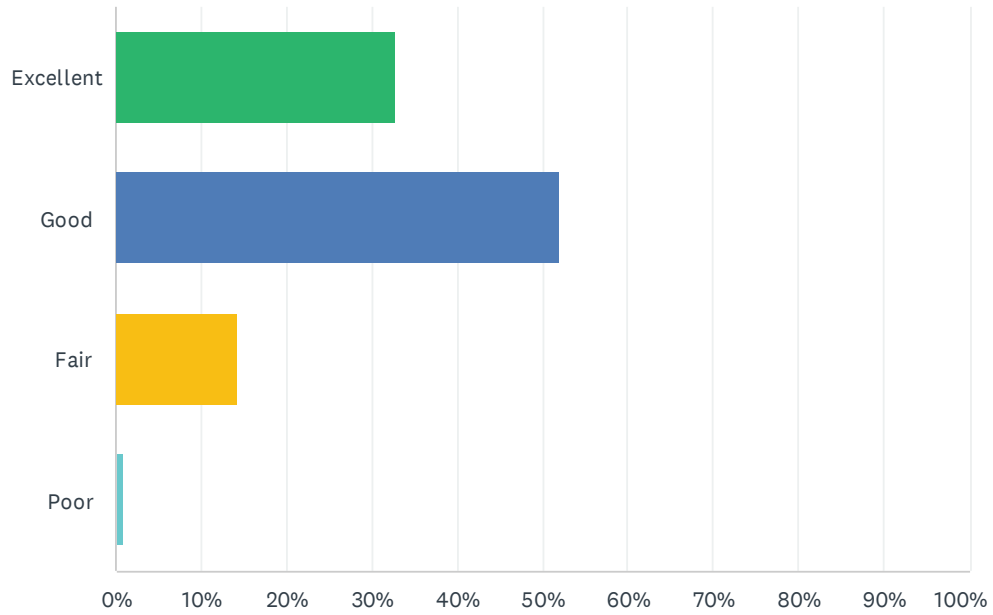
Answered: 254 Skipped: 2



ANSWER CHOICES	RESPONSES	Respondents
Community Leader	20.87%	53
Investor/Business Owner	20.87%	53
Professional	40.94%	104
Student	1.57%	4
Other (please specify)	15.75%	40
TOTAL		254

Q3 How would you rate your overall experience at the conference?

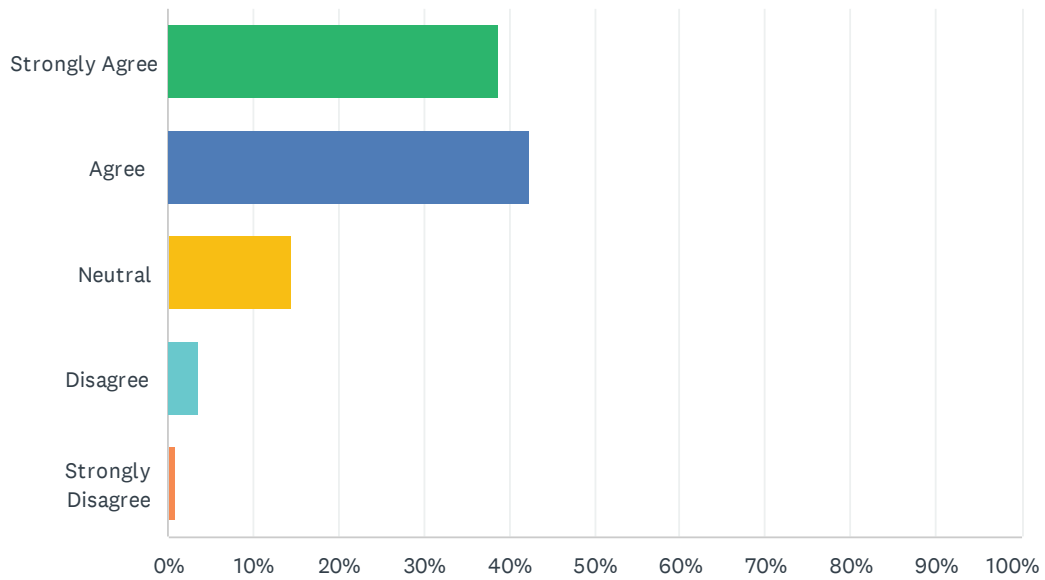
Answered: 252 Skipped: 4



ANSWER CHOICES	RESPONSES	Respondents
Excellent	32.94%	83
Good	51.98%	131
Fair	14.29%	36
Poor	0.79%	2
TOTAL		252

Q4 The conference fostered unity and collaboration.

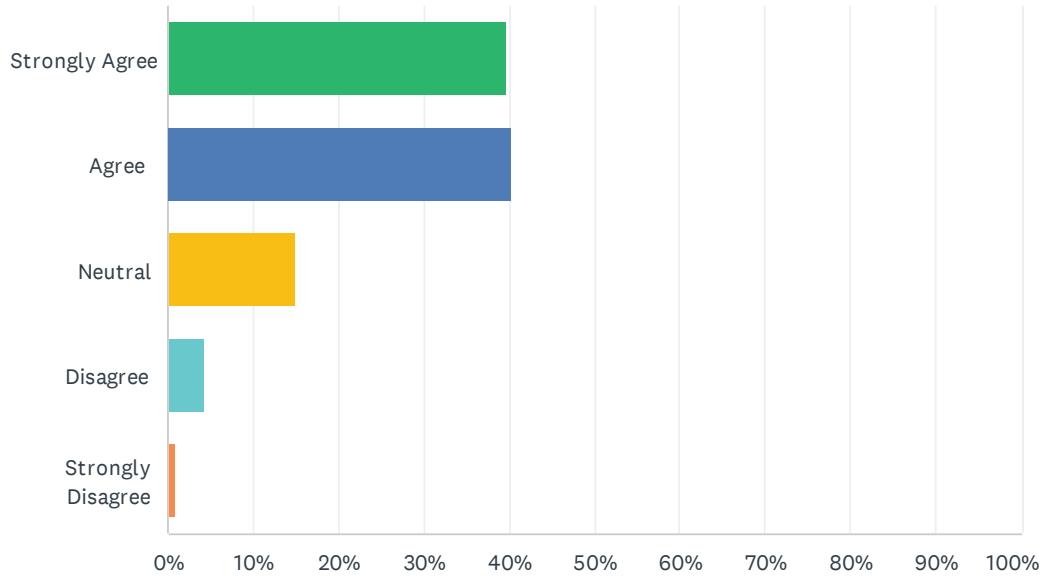
Answered: 255 Skipped: 1



ANSWER CHOICES	RESPONSES	Respondents
Strongly Agree	38.82%	99
Agree	42.35%	108
Neutral	14.51%	37
Disagree	3.53%	9
Strongly Disagree	0.78%	2
TOTAL		255

Q5 The theme 'Building the Future Together: Reconciliation, National Healing, Growth & Prosperity' was reflected in the conference.

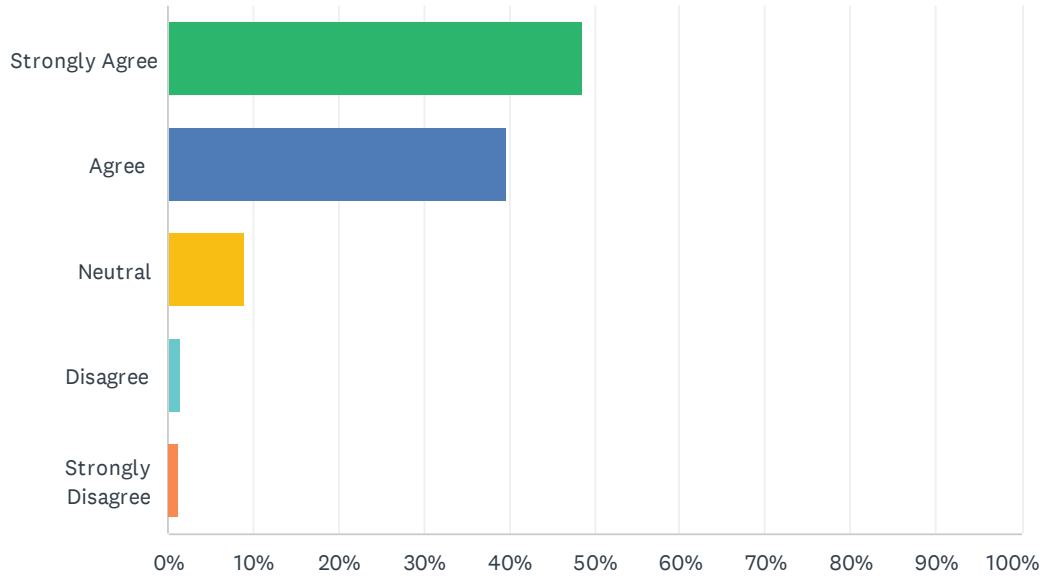
Answered: 255 Skipped: 1



ANSWER CHOICES	RESPONSES	Respondents
Strongly Agree	39.61%	101
Agree	40.39%	103
Neutral	14.90%	38
Disagree	4.31%	11
Strongly Disagree	0.78%	2
TOTAL		255

Q6 The topics of discussion were relevant to Liberia’s challenges and opportunities.

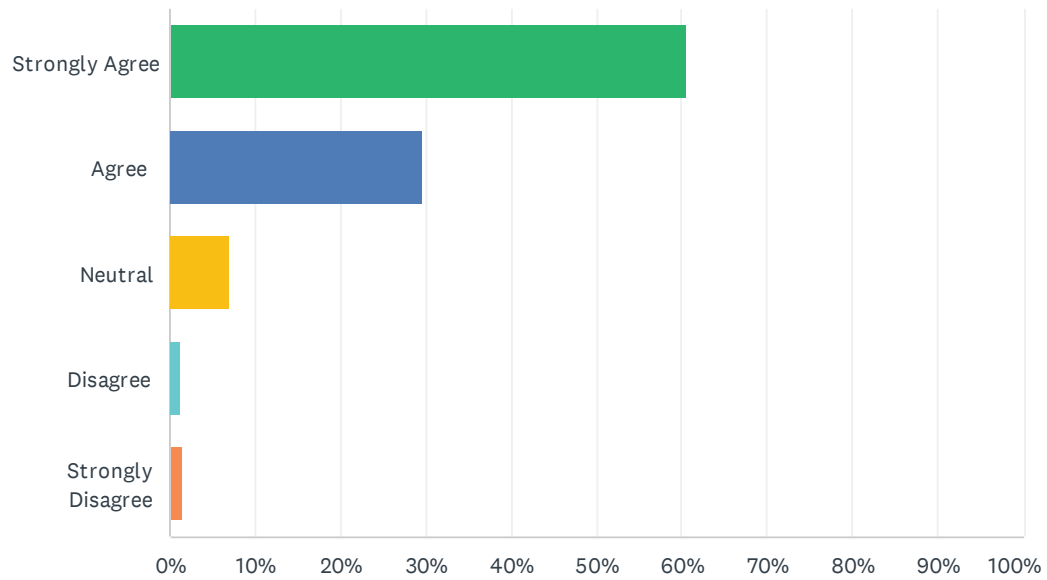
Answered: 255 Skipped: 1



ANSWER CHOICES	RESPONSES	Respondents
Strongly Agree	48.63%	124
Agree	39.61%	101
Neutral	9.02%	23
Disagree	1.57%	4
Strongly Disagree	1.18%	3
TOTAL		255

Q7 I feel inspired to support and contribute to rebuilding Liberia

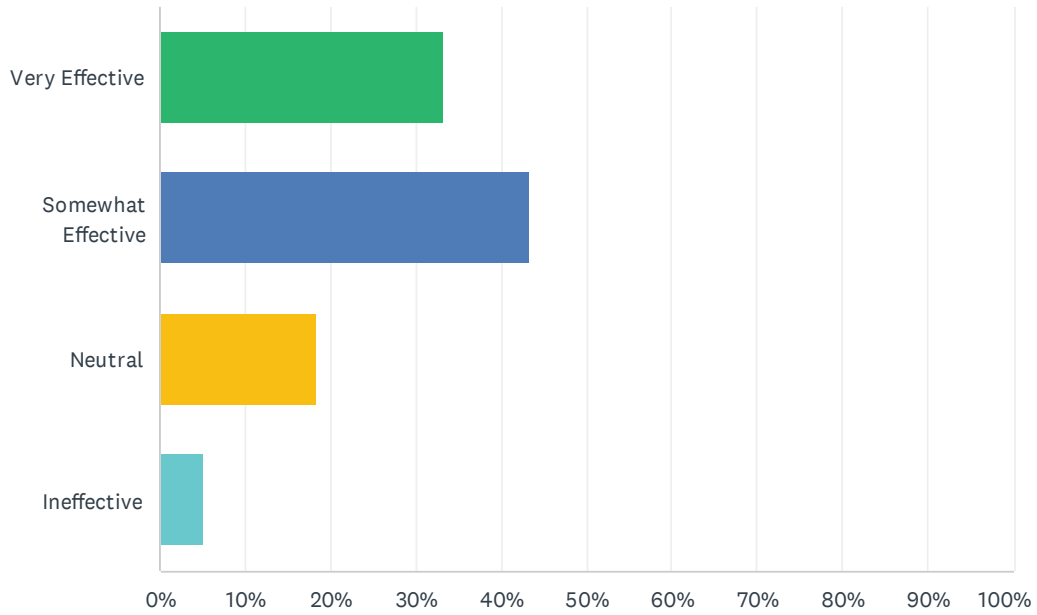
Answered: 253 Skipped: 3



ANSWER CHOICES	RESPONSES	Respondents
Strongly Agree	60.47%	153
Agree	29.64%	75
Neutral	7.11%	18
Disagree	1.19%	3
Strongly Disagree	1.58%	4
TOTAL		253

Q8 How effective were the networking opportunities?

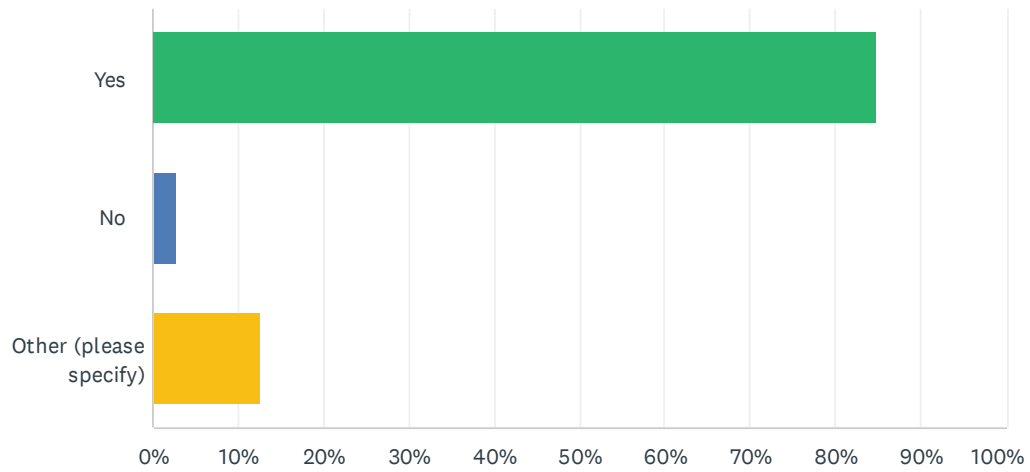
Answered: 250 Skipped: 6



ANSWER CHOICES	RESPONSES	Respondents
Very Effective	33.20%	83
Somewhat Effective	43.20%	108
Neutral	18.40%	46
Ineffective	5.20%	13
TOTAL		250

Q11 Do you think this should be an annual event?

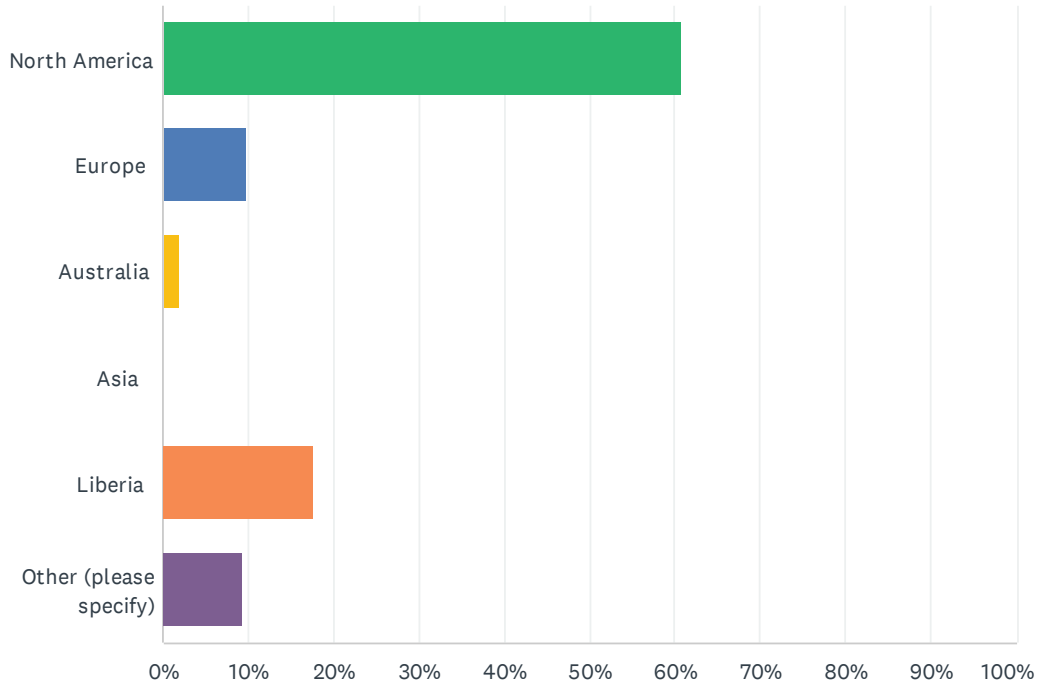
Answered: 256 Skipped: 0



ANSWER CHOICES	RESPONSES	Respondents
Yes	84.77%	217
No	2.73%	7
Other (please specify)	12.50%	32
TOTAL		256

Q12 If the conference is held next year, Where would you like to see it held?

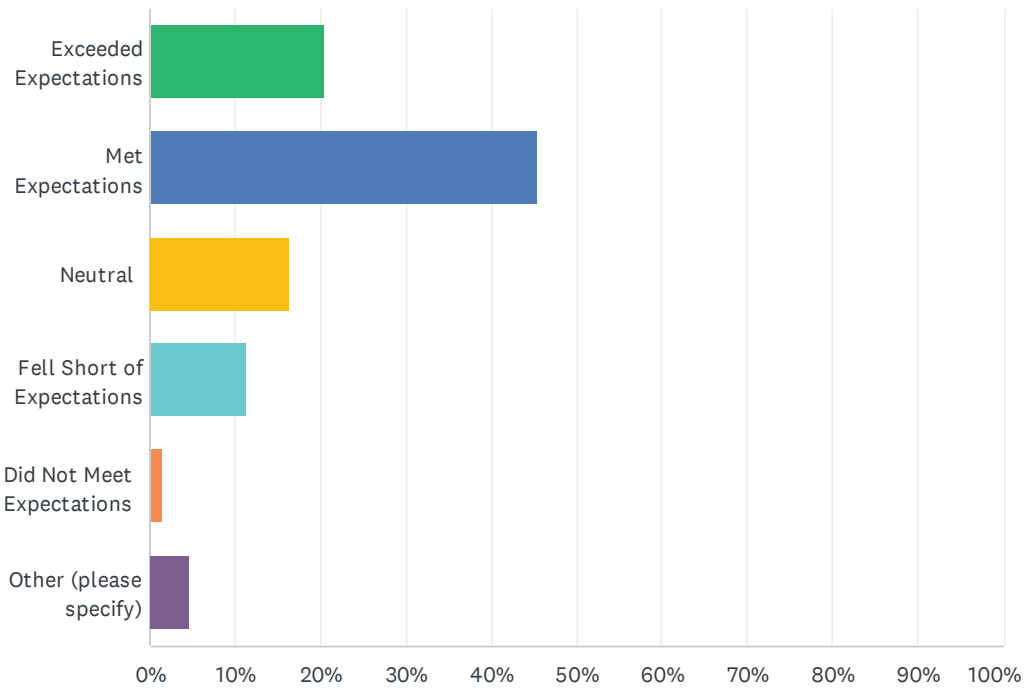
Answered: 253 Skipped: 3



ANSWER CHOICES	RESPONSES	Respondents
North America	60.87%	154
Europe	9.88%	25
Australia	1.98%	5
Asia	0.00%	0
Liberia	17.79%	45
Other (please specify)	9.49%	24
TOTAL		253

Q13 How well did the conference meet your expectations?

Answered: 255 Skipped: 1



ANSWER CHOICES	RESPONSES	Respondents
Exceeded Expectations	20.39%	52
Met Expectations	45.49%	116
Neutral	16.47%	42
Fell Short of Expectations	11.37%	29
Did Not Meet Expectations	1.57%	4
Other (please specify)	4.71%	12
TOTAL		255



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info@libdiasporaconf.org

Toll-Free: 888-216-6197

