



**REPUBLIC OF LIBERIA**



**MINISTRY OF NATIONAL DEFENSE**

**SERVICE DELIVERY CHARTER**

**FOR PUBLIC RELEASE**

**[July 2022]**

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*We are committed to providing quality services to our citizens, foreign nationals, internal and external partners by meeting and exceeding their expectations*

## LIST OF ACRONYMS

<b>AFL</b>	Armed Forces of Liberia
<b>AU</b>	African Union
<b>ATS</b>	Antoinette Tubman Stadium
<b>BTC</b>	Barclay Training Center
<b>CIC</b>	Commander-In-Chief
<b>DMA</b>	Deputy Minister for Administration
<b>DMO</b>	Deputy Minister for Operations
<b>ECOWAS</b>	Economic Community of West African States
<b>EEZ</b>	Exclusive Economic Zone
<b>EBK</b>	Edward Binyah Kesselly
<b>IUU</b>	Illegal, Unreported, and Unregulated
<b>GOL</b>	Government of Liberia
<b>LCG</b>	Liberia Coast Guard
<b>MoD</b>	Ministry of National Defense
<b>MEDCOM</b>	Medical Command
<b>PKOs</b>	Peace Keeping Operations
<b>PMCS</b>	Performance Management and Compliance System
<b>SDC</b>	Service Delivery Charter
<b>UDHRs</b>	Universal Declaration of Human Rights

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## FOREWORD

The Ministry of National Defense (MoD) presents this Service Delivery Charter (SDC) for the forthcoming three years, 2023-2025. *The SDC serves as a guide to the public on the quality and conditions of services provided in strengthening national security, defense, and enhancing our civil relations.* This Charter is developed in consultation with our staff, partners, and other stakeholders. Moreover, we set out our service commitments at the highest possible standards, and provide information about our operational activities and the channels of accessing these activities.



While we do our best to ensure effective execution of this Charter, we welcome feedback from the public so that we can continuously improve on these standards, the quality of our services, and provide a more professional/inclusive military that will be responsive to the needs of the Liberian people.

The MoD also recognizes that the delivery of quality services can only be achieved through a motivated professional workforce. We shall, therefore, continue to invest in our staff by enhancing individual skills and abilities.

By outlining its services to you, the Ministry is seeking to exceed your expectations through the delivery of quality services. Hence, MoD looks forward to receiving continuous support from the public as it embarks on implementing this SDC.

The Ministry of National Defense remains committed to the Government and citizens of the Republic of Liberia during the execution of the Service Delivery Charter.

A handwritten signature in black ink, appearing to read 'Daniel D. Ziankahn, Jr.' with a stylized flourish at the end.

Maj. Gen. Daniel D. Ziankahn, Jr. (Rtd)

**MINISTER**

Ministry of National Defense

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## ACKNOWLEDGEMENT

This Service Delivery Charter (SDC) is developed through the collective efforts of numerous stakeholders whose tireless contributions are geared towards its effective implementation.

Foremost, our sincere appreciation is extended to the Commander-in-Chief (CIC) and President of the Republic of Liberia, His Excellency, President George Manneh Weah, for initiating the Performance Management and Compliance System (PMCS) project which is a requirement for service excellence.

Our profound appreciation goes to the Director-General of Cabinet, Hon. Jordan Sulonteh and the Cabinet Secretariat staff for their guidance and support to this noble initiative. Pivotal to the development of this Charter is the vital technical assistance from the International Consultant, Mrs. Doris Idaho.

Hon. Tibli Olandrus Dickson, Sr., Deputy Minister for Administration (DMA); Mr. Thomas G. Wilson, United States Defense Advisor; and MoD Strategic Working Group: Beatrice W. Davies, Menicond B. Yarkpazua, Allen S. Charleson, Morris Kromah, Momoh G. Fahnbulleh, Earl Reeves, and Junior A. Morris are highly gratified for their valuable contributions and efforts. Your consistent dedication and meaningful inputs have remarkably impacted the successful implementation of this project.

Finally, we extend sincere felicitation to our hardworking staff, particularly the frontline employees and the dedicated men and women in arms, who interface with our valued partners and citizens while providing quality services on behalf of the Ministry. Your tenacity to exhibit high level of professionalism brings to life the spirit of this SDC.



Maj./ Gen. Daniel D. Ziankahn, Jr. (Retired)  
**MINISTER**  
Ministry of National Defense

## INTRODUCTION

### 1. BACKGROUND

The Ministry of National Defense, formerly the Department of War, was created by Liberia's June 9, 1972 Executive Law. The Ministry of National Defense by mandate is the principal security policy advisor to the Commander-In-Chief and President of the Republic of Liberia. It is responsible for the formulation of general defense policy and providing Civilian Oversight of the Armed Forces of Liberia that executes the security/protection for Liberia's territorial sovereignty.

The Ministry of National Defense accomplishes its mandate through its vision, mission, organizational structure, and functions, as provided within this Service Delivery Charter.

As part of its civil-military responsibilities to the public and our service beneficiaries, the ministry is involved with:

- ❖ Responding to natural or man-made disasters;
- ❖ Managing diseases, epidemics, and pandemic outbreaks;
- ❖ Engaging in civic works (roads, bridges, infrastructure construction and rehabilitation);
- ❖ Participating in Peace Keeping Operations (PKOs);
- ❖ Conducting Search and Rescue Operations;
- ❖ Supporting Law Enforcement Agencies (in peacetime);
- ❖ Providing medical services at health facilities;
- ❖ Providing education through the operation of schools.
- ❖ Providing legal services to persons affected by actions of MoD/AFL personnel and also conducting legal training for interested institutions.

This Service Delivery Charter (SDC) constitutes a social contract, commitment, and institutional obligation to the citizens of Liberia. It sets out our services, and responsibilities whilst enhancing the delivery of services to improve the lives of our people. The SDC enables beneficiaries to understand the services we offer and forms the basis of engagement between MoD and the citizens.

#### 1.1. Rationale:

The rationale for the development of this Service Delivery Charter is to guide the delivery of quality services to the people and ensure optimal utilization of limited resources in the shortest time possible. The Charter explains what MoD is providing in terms of services, as well as eligibility conditions for accessing these services. The charter will also serve as a benchmark to evaluate MoD's performance as defined by our mandate and the GOL's Pro-poor Agenda for Prosperity and Development.

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The SDC encapsulates the MoD constitutional mandate as follows:

- ❖ Protect the territorial (land, air and water) integrity of Liberia against both internal and external threats (armed/ natural or man-made disasters/ disease epidemics);
- ❖ Assist civic authority in Liberia reconstruction/ development efforts;
- ❖ Provide logistical and operational support to Law Enforcement Agencies as a last resort;
- ❖ Respond rapidly to cross-border incursions and other threats to Liberia's territorial integrity, by ensuring forward-deployment of the AFL in the border areas;
- ❖ Support and/or participate in Sub-regional, Regional, Continental, and international peacekeeping operations approved by the President and Commander-In-Chief of the Armed Forces of Liberia (AFL).

## **1.2. Objectives:**

The objectives of the Ministry of National Defense service delivery charter are to:

- ❖ Enhance the strategic service delivery culture of the MOD/AFL to the public;
- ❖ Coordinate and collaborate with other ministries and agencies to improve service delivery to the benefit of all citizens;
- ❖ Acknowledge and reward good performance;
- ❖ Professionalize and encourage excellence in the public service;
- ❖ Facilitate a process of defining service standards in various departments;
- ❖ Strengthen processes and initiatives that prevent and combat corruption;
- ❖ Strengthen the culture of transparency and equity;
- ❖ Ensure an effective, efficient, and responsive performance.

## **1.3 Scope of Application:**

This Charter shall apply mainly to the centralized, decentralized, regional, continental, or internationally assigned MOD/AFL personnel. Its implementation will simultaneously be articulated across all sectors of society.

## **2. WHO ARE WE**

The MoD is a national security institution with the constitutional mandate to: maintain Liberia's territorial integrity, provide support to the Government in halting insurrection, aid civil authorities to restore law and order in the country; Participate in multilateral contingency operations, peacekeeping operations, and humanitarian assistance efforts. Also, to honor Liberia's international obligations and critical treaties, enforce maritime Law enforcement functions which relate to protecting the coastline and its marine domain (inquiries, examinations, inspections, searches, seizures, and arrests).

### **2.1. Vision:**

*The vision of the Ministry of National Defense is to ensure the preparedness of a viable and sustainable Armed Forces of Liberia that can address the threats posed to Liberia's national security*

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## 2.2. Mission:

*The mission of the Ministry of National Defense is to provide the military forces to ensure the protection of Liberia's national interest and territorial integrity; and to protect the citizens and residents within the borders of Liberia from internal and external aggression and in extremis, to respond to a natural disaster.*

*The Ministry of National Defense provides direction, leadership, resources, support, and oversight to the Armed Forces of Liberia so that it can accomplish its assigned mission.*

## 2.3. Core Values:

### **Our core values are as follows:**

- ❖ **Allegiance** - Personnel of MoD owe their full and undivided allegiance to the Republic of Liberia. They are obligated to take no action or permit any activity that is contrary or injurious to the Constitution, the laws, and the people of Liberia;
- ❖ **Professionalism** - MoD personnel shall perform their duties at all times by democratic values and human rights, exhibiting a non-partisan approach to duty, and in ways that command citizens' respect and confidence and contribute towards maintaining and promoting the rule of law;
- ❖ **Transparency and Accountability** - Have a moral and legal duty to the people;
- ❖ **Political Neutrality** - As citizens of Liberia, personnel of the MoD shall have the right to a secret vote, but they shall exhibit political neutrality by not joining, supporting, or participating in any activities, party affiliation, or similar institutions;
- ❖ **Respect for Human Rights** - Personnel of MoD shall respect the human rights of people at all times. Mostly, AFL soldiers shall respect the dignity and impartiality of both citizens and foreigners and shall not engage in any form of torture, abuse, mistreatment, or degrading behavior toward other persons, and will be subject to the Uniform Code of Military Justice whether on-duty or off-duty;
- ❖ **Respect for Rules of Engagement** - Personnel of MoD shall at all times obey or comply fully with International Humanitarian Laws (IHL) and the laws of Armed Conflicts, including the Geneva Conventions and other protocols;
- ❖ **Equal opportunity for personnel** – MoD staff appointment, promotion, or advancement shall be unbiased and based on individual merit, to include relevant knowledge, skills, and abilities rather than partisan;
- ❖ **Non-discrimination** - Authority of the MoD shall ensure that no person is discriminated against because of gender, clan, language, ethnic affiliation, County origin, or religious background.

## 3. OUR BENEFICIARIES

Our professional staff and dedicated men and women in arms continuously strive to satisfy our beneficiaries' needs. In fulfilling our constitutional mandate, our beneficiaries at home and abroad, as indicated below, are essential to MOD's achievements:

1. Citizens of Liberia
2. Foreign Nationals residing in Liberia
3. Regional and Local Governments
4. Ministries, Agencies, and Commissions
5. Regional Bodies (MRU, ECOWAS, AU, etc.)
6. United Nations, International Organizations, and bilateral/multilateral partners

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## **4. OUR COMMITMENT**

We are committed to defending Liberia's national sovereignty and territorial integrity against internal and external armed aggressions, insurgency, terrorism, and encroachment. Furthermore, we respect the rule of law, human rights, and the laws of armed conflict (the rules of engagement) and promote civil-military relations.

### **4.1. Collaboration with Ministries, Agencies, and Corporations (MACs)**

We collaborate and coordinate closely with line Ministries, Agencies, and Corporations (MACs) to protect Liberia's national interests. This is relevant because MoD is involved with hard security (military) issues and deals with soft (human) security issues during peacetime. These engagements bring direct benefits to the public, though they are not MoD's primary responsibilities.

### **4.2. Service Standards**

- ❖ We are governed by our constitutional regulations and implement all legal directives from the President and Commander-in-Chief (CIC).
- ❖ We perform all lawful orders, commands, and tasks in an apolitical manner void of any form of discrimination.
- ❖ We respect and maintain the rule of law and protect human rights (rules of engagement) in executing our constitutional mandate.
- ❖ We maintain high standards at all times during the dispense of our service.

### **4.3. When communicating and interacting with MACs, beneficiaries, and the general public, we are:**

- ❖ Courteous,
- ❖ Willing to assist,
- ❖ Responsive,
- ❖ Fair and professional, and
- ❖ Sensitive to diversity and gender issues.

### **4.4. When we perform services, we:**

- ❖ Explain our service deliverables,
- ❖ Aim to meet or exceed the expectations,
- ❖ Demonstrate technical and professional competence,
- ❖ Respect and maintain confidentiality, and
- ❖ Assist where applicable or when necessary.

### **4.5 After we have performed services, we:**

- ❖ Use our public suggestion boxes posted at various facilities to receive feedback,
- ❖ Conduct After Action Review (AAR),
- ❖ Encourage feedback from beneficiaries through media outlets, and
- ❖ Maintain confidentiality beyond the term of our commitment.

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## 5. COMPLAINT PROCEDURE

Our beneficiaries are encouraged to complain if our personnel abuse the rights of anyone, at any time, in any location; or if our beneficiaries observe any form of fraud, corruption, or unsatisfactory performance during the delivery of our services.

In this regard, complaints are channeled through our chain-of-command and supervisors:

- ❖ Written complaints are channeled in writing to the Minister of National Defense or his principal deputies or via email through [info@mod.gov.lr](mailto:info@mod.gov.lr)
- ❖ Complainants are contacted immediately to have the issue addressed.

### Response commitment:

- ❖ Answering calls as promptly as possible,
- ❖ Identifying ourselves by name and department,
- ❖ Referring you to the appropriate department or unit for prompt resolution, and
- ❖ Maintaining a complaint/feedback register, and follow-up mechanism and work towards reducing service complaints in the future.

## 6. WHERE WE ARE LOCATED

### 6.1. Administrative and military facilities:

No	Facility	Location
1.	Ministry of National Defense	BTC, UN Drive, Monrovia, Montserrado County
2.	Armed Forces of Liberia Headquarters	BTC, UN Drive, Monrovia, Montserrado County
3.	Liberia Coast Guard (LCG) Base	Star Base, Bushrod Island, Montserrado County
4.	Camp Todee	Todee District, Montserrado County
5.	Camp Sandee Ware	Careysburg, Montserrado County
6.	Edward Binyah Kessely (EBK) Barracks	Schefflin, Margibi County
7.	Camp Tubman Military Barracks	Gbarnga, Bong County
8.	Voinjama Military Barracks	Voinjama, Lofa County
9.	Camp Wisner Military Barracks	Zwedru, Grand Gedeh County
10.	Liberia Coast Guard (LCG) Forward Operations Base	Buchanan, Grand Bassa County

### 6.2. Educational facilities:

No	Facility	Location
1.	Linda Thomas Greenfield Elementary & Junior High School	Edward Beyan Kessely (EBK) Barrack, Margibi County
2.	LCG Elementary & Junior High School	Liberia Coast Guard (LCG) Base, Bushrod Island, Montserrado County
3.	Gray D. Allison High School	Barclay Training Center (BTC), United Nations Drive, Monrovia, Montserrado County
4.	Camp Tubman Preparatory School	Camp Tubman Military Barrack, Bong County

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### 6.3. Health facilities:

No	Facility	Location
1.	14 Military Hospital	Opposite Edward Binyah Kesselley (EBK) Barrack, Margibi County
2.	LCG Clinic	Liberia Coast Guard (LCG) Base, Bushrod Island, Montserrado County
3.	BTC Clinic	Barclay Training Center (BTC), United Nations Drive, Monrovia, Montserrado County
4.	Camp Tubman Clinic	Camp Tubman Military Barrack, Bong County
5.	Camp Sandee Ware Clinic	Careysburg, Montserrado County

## 7. SERVICES PROVIDED & ELIGIBILITY CRITERIA

This section categorizes the types of services we provide, and indicates the eligibility requirements, service delivery schedule, and offices/persons responsible.

### List of Full Services, Eligibility Conditions, and Timeline

CODE	Services to the public	Eligibility and conditions	Cost of service	Other Requirements	The time it takes to get service	Responsible Department	staff in charge and work-email	supervisor and work-email	Feedback channels
MoD (AFL) -001	Defense & Law Enforcement : Territorial security/protection (land, air, water) against internal/external threats	For all residents in Liberia, no conditions are required	N/A	N/A	Immediate	AFL	AFL	Chief of Staff	Social media pages, info@mod.gov.lr
MoD (AFL) -002	Health services	MOD, AFL personnel, their dependents, and the Public	Determined by the treatment provided	Medical Insurance	Immediate	MoD Health Services and the AFL Medical Command (MEDCOM)	MoD Health Services and the AFL Medical Command (MEDCOM)	Deputy Minister for Administration & Chief of Staff	Social media pages, info@mod.gov.lr
MoD (AFL) -003	Engineering: Construction, road rehabilitation, & Other civil works	GoL projects, public infrastructures, roads, and MoD/AFL facilities; terms and conditions are determined by parties during planning	Determined by project estimates, terms and conditions	Memorandum of Understanding	It is based on the project timeline, duration, and funding	MoD Civil Works, AFL Eng. CoY	MoD Director for Civil Works & AFL Engineering Company	Assistant Minister for Civil Works & Brigade Commander	Social media pages, info@mod.gov.lr

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CODE	Services to the public	Eligibility and conditions	Cost of service	Other Requirements	The time it takes to get service	Responsible Department	staff in charge and work-email	supervisor and work-email	Feedback channels
MoD (AFL) -004	Education (Primary, Secondary, and Vocational Schools)	MoD/AFL dependents and the Public	To be determined	Registration fees and occasional dress materials	Academic calendar	MoD/AFL Operations	Director of Operations/ Barracks Commanders	Assistant Minister for Plans, Policy and Operations/ Chief of Staff	Social media pages, info@mod.gov.lr
MoD (AFL) -005	Disaster Management	For all residents in Liberia; early warning alert and coordination with relevant agencies/partners for immediate response is required	Determined by the type of disaster and services required	Resources mobilization and planning	Determined by response mechanism	MoD Civil works, Ops, LCG, Health, DMALT, AFL	MoD Operations & AFL	Deputy Minister for Operations & Chief of Staff	Social media pages, info@mod.gov.lr
MoD (AFL) -006	Peacekeeping Operations	UN, AU, ECOWAS and others	Determined by the type of mission and duration	Training	Based on Political Decision	MoD Ops, AFL Department for Peace Keeping Operations	Assistant Minister for Operations & Assistant Chief of Staff for Operations	Deputy Minister for Operations & Chief of Staff	Social media pages, info@mod.gov.lr
MoD (AFL) -007	Legal Services	To be determined	No cost attached	Formal request	Determined by the problem/situation or issues of concern	MoD Legal Department & AFL Judge Advocate General	MoD Director for Legal Affairs & JAG	Minister of Defense & Chief of Staff	Social media pages, info@mod.gov.lr

## 8. BENEFICIARY RIGHTS

As “A Force for Good”, the AFL is committed to Article 3 of the Universal Declaration of Human Rights (UDHRs) which states that “Everyone has the right to life, liberty, and security of person” while Article 8 further elaborates that “Everyone has the right to an effective remedy by the competent national tribunals for acts violating the fundamental rights granted him by the constitution or by law”: In this context, MoD/AFL subscribes to the UDHRs by respecting the rights of beneficiaries through the provision of critical services.

## 9. BENEFICIARY OBLIGATIONS

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Beneficiaries of our services must:

- ❖ **Demonstrate respect:** be courteous and respectful during engagements with our service members and staff;
- ❖ **Give adequate information:** so that the appropriate action is taken promptly;
- ❖ **Utilize the service responsibly:** access our services legitimately to your benefit and in appreciation of the service provider;
- ❖ **Respect the rights of others:** always demonstrate respect for the rights of beneficiaries and our service members.

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