



REPUBLIC OF LIBERIA



STRATEGIC PLAN *FOR THE* MINISTRY OF NATIONAL DEFENSE

1st Edition
Ministry of National Defense Strategic Plan 2023-2025
Performance Management and Compliance System -Volume 1
<https://mod.gov.lr/>

AUGUST 2022

TABLE OF CONTENTS

<u>CONTENT</u>	<u>PAGE</u>
<i>i. Acronyms</i>	<i>i</i>
<i>ii. Foreword</i>	<i>ii</i>
<i>iii. Acknowledgement</i>	<i>iii</i>
1. Background	1
2. MoD Organization	2
3. Ministry of National Defense Strategic Focus	3
3.1. Mandate	3
3.2. Vision	3
3.3. Mission	3
3.4. Core Values	3
4. MoD 2018-2021 Strategic Accomplishments	5
5. Strategic Plan Development Process	6
6. Situational Analysis	7
6.1. External Environment	7
6.1.1. Political	7
6.1.2. Economic	8
6.1.3. Social	8
6.1.4. Technological	9
6.1.5. Environmental-	9
6.1.6. Legal	10
6.1.7. Military	10
6.2. Internal Environment-	11
6.2.1. Democracy & Governance Dilemmas-	11
6.2.2. Border Security and Management-	12
6.2.3. Supporting Electoral Processes-	12
6.2.4. Human Resource Management-	13
6.2.5. Finance	13
7. Strategic Plan Framework-	15
8. Strategic Priorities and Activities -	16
8.1. Priority 1: Defense & Law Enforcement	16
8.2. Priority 2: Peacekeeping Operations-	17
8.3. Priority 3: Engineering,	18
8.4. Priority 4: Disaster Management -	19
9. Enabling Pillars	20
9.1. Enabling Pillar 1: Provision of Quality Health services	20
9.2. Enabling Pillar 2: Provision of Quality Education	21
9.3. Enabling Pillar 3: Provision of Legal Services	21
10. Strategic Plan Implementation Framework	22
11. Annex- Implementation plan for three years	23

LIST OF ACRONYMS

ACOS	Assistant Chief of Staff
AFL	Armed Forces of Liberia
AFTC	Armed Forces Training Command
APC	Armor Personnel Carrier
AU	Africa Union
C-I-C	Commander-in-Chief
CoA	Course of Action
COS	Chief of Staff
DCOS	Deputy Chief of Staff
DGSI	Department of Gender and Social Inclusion
DMA	Deputy Minister for Administration
DMALT	Department of Materiel, Acquisition, Logistics, and Transport
EBK	Edward Binyah Kesselly
ECOWAS	Economic Community of West African States
EOD	Explosive Ordnance Device
GDP	Gross Domestic Product
GoL	Government of Liberia
IHL	International Humanitarian Law
LCG	Liberia Coast Guard
LDEA	Liberia Drugs Enforcement Agency
LIS	Liberia Immigration Services
LNBA	Liberia National Bar Association
LNP	Liberia National Police
LRA	Liberia Revenue Authority
MFDP	Ministry of Finance and Development Planning
MoA	Ministry of Agriculture
MoD	Ministry of National Defense
MoJ	Ministry of Justice
MoU	Memorandum of Understanding
MRU	Mano River Union
NDA	National Defense Act
NDMA	National Disaster Management Agency
NGOs	Non-Governmental Organizations
NSS	National Security Strategy
PAPD	Pro-poor Agenda for Prosperity and Development
PESTEL	Political, Economic, Social-cultural, Technological, Environmental, and Legal
PFM	Public Financial Management
PMCS	Performance Management and Compliance System
PPA	Public Procurement Act
ROTC	Reserve Officer Training Corps
SAR	Search and Rescue
UCMJ	Uniformed Code of Military Justice
UN	United Nations
UNMIL	United Nations Mission in Liberia
VATP	Veterans Agriculture Transition Program
VUCA	Volatile, Uncertain, Complex, and Ambiguous

FOREWORD



I am pleased to present the 2023-2025 Strategic Plan for the Ministry of National Defense. The compilation of this document is guided by the 2008 National Security Strategy, 2008 National Defense Act, and 2014 National Defense Strategy. This plan communicates the mode through which our mission of ensuring the defense of Liberia’s national interest and territorial integrity is being achieved. It also navigates how the protection of our citizens and residents within the borders of Liberia is articulated against internal/external aggression and extremism, whilst our ability to respond to natural disasters.

Since the departure of the United Nations Mission in Liberia (UNMIL) in 2018, the Ministry of National Defense (MoD) has been working with other security entities and relevant partners to ensure the sovereignty of our nation is preserved. During this period, we have been conducting several operations, including civil-military engagements, and providing support to mitigate diverse drivers of conflict. Beyond our borders, we are partnering with regional, continental, and global bodies in ensuring global peace and stability.

Though we have made progress, there are significant challenges such as terrorism, border porosity, election-related violence, cybercrimes, extremism, piracy, etc. which are prevalent within the region that require continuous attention and resource mobilization to ensure in Liberia and the region.

Moving forward, we will optimize our potential with shared experiences to improve our security-related service delivery and address ensuing challenges. Also, the situational analysis conducted revealed vital strengths and opportunities to our advantage for mitigating prevailing security threats. The analysis scans the political, economic, social-cultural, technological, environmental, and legal constructs on which Liberia’s security is hinged.

We will continue to invest in our knowledgeable, dedicated, and talented personnel whose skills are being utilized to achieve these goals and mitigate the attending risks. Also, the support of our citizens and partners is essential to our success, as we confront the challenges affecting Liberia’s internal and external security.

This strategic plan explicates how we will progress to exceed the service delivery expectations of our beneficiaries in the next three years. We remain committed to improving our personnel’s experiences and safeguarding the sovereignty of the Republic of Liberia.

Respectfully,

A handwritten signature in black ink, appearing to read "Daniel D. Ziankahn, Jr.", written in a cursive style.

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

ACKNOWLEDGEMENT

The completion of this Strategic Plan could not have been possible without the participation and assistance of relevant stakeholders. Their contributions are sincerely appreciated and gratefully acknowledged.

Primarily, let me honorably extend my heartfelt gratitude to His Excellency, President George Manneh Weah, President of the Republic of Liberia and Commander-in-Chief (C-I-C) of the Armed Forces of Liberia, for originating the Performance Management and Compliance System (PMCS) project. The PMCS is a laudable approach that is enhancing efficiency and productivity across government.

Similarly, I am with a great sense of pleasure to acknowledge and thank the Director-General of Cabinet, Hon. Jordan Sulonteh, and the Cabinet Secretariat for providing guidance and prompt response to queries and concerns. On this Secretariat team is the International Consultant, Mrs. Doris Idahor, who provided insight through this strategic plan development process. We say thank you.

Others include Hon. Tibli Olandrus Dickson, Sr., Deputy Minister for Administration (DMA), Mr. Thomas G. Wilson, United States Defense Advisor, and members of the MoD Strategic Working Group (Allen S. Charleson, Junior A. Morris, Menicond B. Yarkpazua, and Beatrice W. Davies). Your firm willingness to share your vast knowledge has resulted in the manifestation of this project, with tasks being completed on time. I am very grateful for your invaluable services.

In conclusion, it is a great honor to congratulate our staff members and personnel-in-arms whose continual sacrifices and commitment to service have made the execution of our statutory mandate possible. Thank you for your services.



Maj./ Gen. Daniel D. Ziankahn, Jr. (Retired)

MINISTER

1.0 BACKGROUND

The Ministry of National Defense (MoD), formerly the Department of War, was created by the Executive Law of June 9, 1972. The Minister of National Defense is the principal policy advisor to the Commander-In-Chief of the Republic of Liberia. He is responsible for formulating general defense policies and providing civilian oversight of the Armed Forces of Liberia (AFL).

Given the emerging paradigm shift in global security that currently witness increased actions of violence from internal and external enemies of the state, our role continues to evolve in addressing these developing security threats. In mitigating existing and potential future security threats against Liberia, the Ministry of National Defense is involved with the following strategic priorities:

- ❖ Defense & Law Enforcement: Territorial security/protection (land, air, water) against internal/external threats,
- ❖ Peacekeeping Operations,
- ❖ Engineering: Construction, Road rehabilitation, and other civil works projects, and
- ❖ Disaster Management: Conducting Search and Rescue Operations.

Besides, the Government of Liberia (GoL) through its national policy document, “The Pro-poor Agenda for Prosperity and Development (PAPD)” in its Pillar Three Responsibilities calls for the Security Sector to promote a peaceful and unified society that enables economic transformation and sustainable development. In support and fulfillment of this agenda, the MoD utilizes this strategic plan to guide the execution of the task of building a more professional and inclusive AFL that is responsive to the needs of the Liberian people.

The fourth aspiration of the “Agenda 2063 of the African Union” demands a peaceful and secure Africa. Consequently, in the next three years, the MoD envisages the sustainability of the AFL to deter and respond to any internal or external security threat as we perform our constitutional mandates and other requirements.

2.0 MoD ORGANIZATION

The Minister is the principal administrator of the MoD, subject to the authority and direction of the President as Commander-in-Chief. The Minister is supported by the Deputy Minister for Administration and Deputy Minister for Operations.

The Assistant Minister for Administration and the Assistant Minister for Public Affairs assist the Deputy Minister for Administration. The Deputy Minister for Operations is assisted by the Assistant Minister for Civil Works, Assistant Minister for Coast Guard Affairs, and Assistant Minister for Plans, Policy, and Operations.

With oversight from the Ministry of National Defense, the Armed Forces of Liberia is commanded by the Chief of Staff (COS), who is supported by the Deputy Chief of Staff (DCOS) and assisted by Assistant Chiefs of Staff (ACOS). The AFL is comprised of the Army, Coast Guard, and Air Wing. Subordinate units include the Engineer, Military Police, Logistics, Training and Medical Commands, and the Band Unit.

3.0 MINISTRY OF NATIONAL DEFENSE STRATEGIC FOCUS

3.1 MANDATE

The mandate of the Ministry of National Defense is to ensure the preservation of Liberia's national security interests, strategic values, and provide civil authority for the Armed Forces of Liberia.

Article 34 (b) and (c) of the 1986 Liberian Constitution provide for the security of the Republic: to form the common defense, to declare war, and to conclude peace; to raise and support the Armed Forces of the Republic, and to make appropriations, therefor provided that no appropriation of money for that use shall be for a longer term than one year, and to make rules for the governance of the Armed Forces of the Republic.

3.2 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.

3.3 MISSION

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

3.4 CORE VALUES

Our core values are as follow:

- A. **Allegiance** - Personnel of the MOD/AFL owe 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;
- B. **Professionalism** - Personnel of the MOD/AFL shall perform their duties in accordance with democratic values and human rights, exhibiting a non-partisan approach to duty in ways that command citizens' respect and confidence. This contributes towards toning and promoting the rule of law;
- C. **Transparency and Accountability** - Personnel of the MOD/AFL shall have a moral and legal duty to the people;
- D. **Political Neutrality** - As citizens of Liberia, personnel of the MOD/AFL shall have the right to vote, but they shall exhibit political neutrality by not joining, supporting, or participating in any activity, party affiliation, or similar institutions;
- E. **Respect for Human Rights** - Personnel of the MOD/AFL shall respect the rights of people at all times. MoD/AFL 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. In violation of human rights, AFL personnel shall be subjected to the Uniform Code of Military Justice (UCMJ), on-or-off duty;

- F. **Respect for Rules of Engagement** - Personnel of the MOD/AFL 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;
- G. **Equal opportunity for personnel** - Personnel of the MOD/AFL appointment, promotion, or advancement shall be unbiased and based on individual merit, to include relevant knowledge, skills, gender sensitivity, and abilities rather than partisanship;
- H. **Non-discrimination** - Authorities of the MOD/AFL shall ensure that no person is discriminated against by reason of language, ethnic affiliation, county of origin, or religious background.

4.0 MOD 2018-2021 STRATEGIC ACCOMPLISHMENTS

Strategically, the MoD implemented several projects, legitimized legal instruments, acquired equipment, executed operations/peacekeeping, and provided civil-military assistance through diverse services during the period January 2018 to December 2021. During these years, the AFL constructed a multipurpose building for Liberia Coast Guard (LCG) in Grand Bassa County, facilitated the construction of three state-of-the-art safe drinking water wells at the Edward Binyah Kesselly (EBK) Barracks with support from the United States Embassy, and expanded the MoD mini health center to a level one clinic.

In terms of legal accomplishments, the UCMJ was enacted into law, the MoD signed a Memorandum of Understanding (MoU) with the Ministry of Agriculture (MoA) to support AFL Veterans Agricultural Transition Program (VATP), and established the Department of Gender and Social Inclusion (DGSI) with a 5-year gender mainstreaming action plan. We also surveyed and deeded some of MoD/AFL's lands.

As part of our decentralization efforts, MoD/AFL deployed Operatives in Northern and Central Liberia. Regarding Operations, AFL conducted a joint Search and Rescue (SAR) Operations with Sea Shepherd Global in collaboration with Arcelor Mittal tug boats on the sunk Liberia-built vessel **M/V NIKO IVANKA**. The AFL has completed 7 rotations of deployment in Mali. During these rotations, our troop's strength was increased.

The Armed Forces Training Command (AFTC) conducted Pre and Post Deployment Training for troops. The AFL also hosted Exercise WATCH OVER VI amongst all Security Agencies regarding the handling of election incidents as we approach an election year, and completed a practical Naval training exercise captioned "National Maritime Crisis Response Management Training".

Moreover, MoD through the University of Liberia initiated its first Counseling and Mental Health Program. As a way of broadening its professionalism, the AFL benefited from both local and foreign courses offered by the United States, China, Bangladesh, Ghana, Sierra Leone, Egypt, Nigeria, and other countries. Furthermore, an AFL soldier graduated as a Second Lieutenant from West Point Military Academy in the US.

5.0 THE STRATEGIC PLAN DEVELOPMENT PROCESS

The Ministry of National Defense developed this Strategic Plan through a consultative process involving the senior leadership. This plan is shaped by presidential directives and policies, primarily the Pro-poor Agenda for Development and Prosperity, National Security Strategy (2008), the New National Defense Act (2008), National Defense Strategy (2014), and previous strategic planning efforts.

To ensure equity, all departments through principal deputy ministers were involved and provided input and feedback on this Strategic Plan. In addition, the Strategic Working Group met with the senior officials of the MoD to discuss and analyze inputs from interagency partners in support of this strategic plan.

6.0 SITUATION ANALYSIS

The MoD situational analysis provides insight into the evolving external and internal threat dimensions impacting mission success. In addressing Liberia's security challenges, MoD situational analysis identifies and seeks to address challenges, and evaluates strengths and opportunities in alleviating prevailing security threats.

This Strategic Plan utilizes the Political, Economic, Social-cultural, Technological, Environmental, and Legal (PESTEL) Analysis method to contextualize the security environment of Liberia. The ultimate goal of this analysis is to further inform the preparedness of an accountable, professional, and highly efficient military force that can accomplish its mission and obtain citizens' confidence and trust.

Liberia, like other fragile West African Coastal Countries, is vulnerable to the prevailing internal and external security challenges.¹ Moreover, due to the porosity of Liberia's borders and maritime domain alongside other security challenges lingering around electoral processes, developing economic issues, piracy, extremism, terrorism, cybercrimes, etc., the MoD requires a strategic plan that will direct the implementation of its strategic priorities.

Since 1944, Liberia experienced its first peaceful transfer of power from one democratically elected president to another in 2018. In that same year, UNMIL officially withdrew and handed over all security responsibilities to the GoL, leaving a very fragile national security environment with inadequate security personnel to mend the gaps. In view thereof, the United States and other international partners continue to assist with training the MoD/AFL and law enforcement agencies.

Though the Liberian National Police (LNP), Liberia Immigration Service (LIS), and other state-owned security apparatus with the support from AFL have sustained the peace, the inadequacy of human resources, logistics, housing, low wages, and poor countryside road conditions are factors, if not addressed progressively, could potentially jeopardized the gains made. The GoL's propelling efforts in addressing these issues and liquidating the funding gaps would enhance the decentralization of the security agencies. Security presence across the Country would restore confidence and encourage Non-Governmental Organizations (NGOs), the business community, and other institutions to continue operations, thus distressing the pressure from high rates of youth and urban unemployment which is a potential threat to security, peace, and political stability.²

6.1 EXTERNAL ENVIRONMENT ANALYSIS

The external security environment addresses trends that affect the sovereignty of the Republic of Liberia, i.e. political, economic, social, health, environmental, etc.

6.1.1 POLITICAL

Liberia hinges its external security on the stability and prosperity of neighboring countries of the Mano River Union (MRU) and other bodies such as Economic Community the of West African States (ECOWAS), African Union (AU), United Nations (UN), etc. The collaboration with these regional and global

¹ National Security Strategy of Liberia, 2008.

² <https://www.state.gov/reports/2021-investment-climate-statements/liberia/>

organizations is helping the Country to remain vigilant in fighting the global war on terrorism, extremism, organized crimes, maritime crimes, national and transnational drugs trafficking, human trafficking networks, and other megatrends. These megatrends continually seek vulnerabilities to disrupt the democratic fabric of the state.

Liberia's national security is focused on the protection of all Liberians, foreign nationals, its sovereignty, and territorial integrity from potential threats through its democratic tenets that call for constitutional and political order. Hence, the MoD is committed to implementing the mandates of the 2008 National Security Strategy, 2008 National Defense Act, and the 2014 National Defense Strategy to support Government interventions domestically, regionally, and globally.

6.1.2 ECONOMIC

Liberia has been committed to ECOWAS economic integration policy, including the ratification of trade protocols, so as to benefit trade tariffs that encourage internal growth, investment, jobs, and development³. However, the economies of the West African sub-region have experienced a prolonged period of stagnation and decline over the past decade, thus affecting Liberia's Gross Domestic Product (GDP). Hence, slow economic integration has undermined Liberia's growth and development. Despite global economic realities, Liberia's economy is rebounding after contracting for two consecutive years.

With Liberia's rebounding economy projected to expand by an average of 4.9% in 2022-23, it is envisaged that the defense budget forecast is more likely to increase in real terms over the period of this Plan. The economic forecast and the current trends in the defense budget allocation will continue to support the implementation of the NDS (2014), with a profound positive impact on the availability and modernization of Liberia's required defense capabilities.

6.1.3 SOCIAL

The world population continues to grow and it is projected to reach 8.3 billion people by the year 2030. Increased life expectancy, general youthful population growth, migration, and urbanization are the demographic trends fundamentally shaping economic, political, and security conditions as well as international relations. Cyber connectivity, transnational crime, and the concept of a global village that allows the migration of vulnerable people to states, seeking safe and sustainable opportunities are recipes for expanding illicit activities, undermining sovereignty, stability, and economic growth. For these reasons, Liberia remains an attractive destination for migration, resultantly an increasing burden on the social and economic stability of the state.

The lack of skills makes it difficult for many young people to find employment in the economy. Since the end of the civil war, most of the unemployed are

³ National Security Strategy, 2008.

youths⁴. This is a major challenge to GoL and the society, with compelling security implications.⁵ The inability of the GoL to meet the demand for social services, the inadequacy of skillful youths, and the limitation of employment opportunities⁶ may result in increased violent protests, gangsterism, and syndicated crime characterized by lawlessness and criminal acts that undermine the fabric of society and the authority of the State with women and children bearing the brunt. Situations of such nature may require the assistance and deployment of the AFL to ensure national security and the preservation of our democracy.

6.1.4 TECHNOLOGICAL

The rising international trend of cyber insecurity targeting governmental institutions and processes remains a concern for Liberia. Cyber adversaries and information security professionals are perpetually engaged in a cyber-race focused on the access to and the prevention of unauthorized access to sensitive [;\9

data. It is crucial that the State places cyber security as a central national priority⁷. The MoD is required to develop, in consultation with identified stakeholders, a cyber-defense capability that will enhance national cyber resilience. The MoD intends to establish a cyber-defense team that will be equipped with advanced technological equipment and software. The MoD will solicit training from the national government, partners, and other donors.

6.1.5 ENVIRONMENTAL

Uneven and extreme global weather conditions may occur more often as climate change takes place.⁸ Resource scarcity, population growth, and climate change may increase the potential for conflict over disputed land and water borders. More volatile food and energy prices may increase the stress on fragile countries with specific reference to the arc running from West Africa, across the Sahel, through the Horn of Africa and the Middle East, and up into West, South, and Central Asia.⁹

Associated with climate change remains the forecast for an increased and associated detrimental impact of global warming with severe ramifications for the well-being of the global population. Natural disasters remain a reality and may have catastrophic effects domestically, regionally, and continentally. It is inevitable that the MoD will in the foreseeable future will be called upon to assist local government authorities and other state agencies both internally and externally in the conveyance of humanitarian and disaster relief.

⁴ National Security Strategy of Liberia, 2008.

⁵ National Security Strategy of Liberia, 2008.

⁶ D. Asara & H. Pretorius on SA Unemployment crisis 18 August 2019.

⁷ The 2017 Critical Infrastructure Forum Rise of the Machines The four Seasons 07 June 2017.

⁸ Climate Change – A Four Degree Warmer World, Irin News, Scan@IFR, Institute for Future Research, (10:1) January 2013, pages.13 -15.

⁹ United Kingdom, Building Stability Overseas Strategy, Department for International Developments SA, page 10.

6.1.6 LEGAL

It is anticipated that the AFL will continue to participate in peacekeeping operations and possible offensive operations, responding to national, regional, and global security threats. The AFL will ensure that personnel involved in such operations are conversant with international laws regulating the use of force when conducting both offensive and defensive actions in the theatre of operations. In this regard, the MoD/AFL will continue to provide pre-deployment legal training to all AFL personnel prior to peacekeeping operation deployment. The MoD is now training paralegal specialists, Magistrates, and Attorneys-at-law to effectively dispense legal services.

6.1.7 MILITARY

The distinction that separates military responses from other containment measures is becoming increasingly blurred due to the evolving nature of contemporary conflicts. Significant overlaps exist across the traditional understanding of conventional, unconventional, and hybrid forms of conflicts as all three could manifest simultaneously. The operational environment of the future will continue to be Volatile, Uncertain, Complex, and Ambiguous (VUCA).

It is particularly important for Liberia to be woven into regional security arrangements and for its security architecture to facilitate and enhance such cooperation. The GoL will further strengthen relations with the MRU and ECOWAS due to their strategic institutional partnerships supporting regional stability. Liberia will continuously support the MRU Security Committee to maintain sub-regional peace, security, and stability. Thus, Liberia's National Security Strategy shall be in harmony with MRU and ECOWAS strategies as well as support and complement the AU Defense and Security Policies. Liberia is developing its military to play broader national, sub-regional and regional roles, including participation in the AU Stand-By Force (ASF) and the ECOWAS Standby Force (ESF).¹⁰ The MoD will continue to analyze and modify the AFL force structure, acquire the requisite training, equipment, and supplies for mission readiness.

¹⁰ National Security Strategy of Liberia, 2008.

6.2 INTERNAL ENVIRONMENT ANALYSIS

The internal environment refers to factors that have been identified as trends that could have an effect on Liberia in general and the MoD specifically.

6.2.1 DEMOCRACY AND GOVERNANCE DILEMMAS

Liberia has suffered from issues surrounding governance and respect for the rule of law, and some forms of anti-democratic rule. Deficiency in the rule of law inhibits investors' confidence and threatens human and economic growth and security. The management and control of Liberia's natural resources are crucial to successful reconstruction and economic security.

Although GoL has made severance payments to about 17,000 ex-servicemen retired from the army, police, special security service, and other security agencies, some continue to demand additional benefits. This trend causes security dilemmas. Other issues posing security threats include land and property disputes, ethnic hatred and tensions, citizenship, arsons, over-populated prisons, and a weak justice system.

Security personnel should be adequately deployed nationwide to establish control and to provide security. This will ensure democratic stability and peaceful governance.

Violent crimes represent the most immediate threat to internal security. The problems of homicide, robbery, and rape are increasing in urban areas, with many residents being victims of crimes. The risks of crimes have implications on the Country's development, governance, and stability, thus undermining public trust. The void created by the limited deployment of security personnel is being filled by gangs, illegal immigrants, and organized criminal organizations that profit from extortion, kidnapping, human trafficking, and other violence against the local population. Trafficking of illicit goods- drugs, cigarettes, medicines, and arms- tends to link up with transnational networks, posing an even more formidable security situation.

MoD encourages collective action to improve human security in the Country. As part of its civil-military engagements, AFL provides disaster relief, humanitarian assistance, and support to the combat of maritime crimes along the West Coast of Africa. This helps to build safer communities. These are executed through the conduct of internal operations that protect Liberia's territorial integrity. MoD projects a robust Coast Guard that will safeguard its maritime domain.

6.2.2 BORDER SECURITY AND MANAGEMENT

Liberia cannot conceive of any strategic plan without taking into account its sub-regional impacts. The MRU has been experiencing several crises since its establishment in 1973. It is a fragile environment where Ex-Combatants join together in mercenary groups to continue their trans-boundary criminal activities. These activities threaten the stability of the sub-region. Hence, a concerted approach, bolstered by renewed political will that entails joint action is required to demilitarize the sub-region.

The LIS is the primary institution responsible for effectively managing Liberia's porous borders. It has the capacity to intercept, disrupt, and deny undesirable aliens entry into Liberia. However, concerted efforts are required to strengthen access control at all recognized entry and exit points through close collaboration with Liberia Revenue Authority (LRA), Liberia National Police (LNP), Liberia Drug Enforcement Authority (LDEA), and the Armed Forces of Liberia (AFL). The deployment of adequately trained and resourced security personnel at regional hubs is crucial to improving border security effectiveness.

The MoD shall collaborate with other ministries and agencies to achieve Liberia's strategic national security interests by ensuring territorial integrity, enforcing safety regulations, preventing crimes, protecting national resources, and saving lives.

6.2.3 SUPPORTING ELECTORAL PROCESSES

MoD/AFL regularly supports electoral processes in Liberia to ensure free, fair, and transparent elections. This support also encourages policy-makers, electoral and security practitioners to monitor, evaluate, and design programs to prevent or contain electoral violations. Usually, there is a highly contentious and competitive political environment surrounding every electoral process in Liberia. These contentions are shaped by opposition grievances, political leaders rejecting electoral results, and political parties capacity to mobilize supporters and protesters. This increases the prospects for pre/post-electoral violence. These political factors are compounded by institutional constraints (inadequate coordination, limited resources, incapacity, and political unwillingness) within and among actors to provide efficient electoral security that ensures transparent and well-run elections.

If Liberia can foster an environment of confidence and trust in electoral security mechanisms, and reinforce civic awareness and collective commitments to peace, widespread electoral violence will decrease. The risk of widespread violence is volatile. The pre-electoral environment in Liberia tends to experience a low frequency of widespread violence although incidents and clashes between rivals may occur.

However, a number of vulnerabilities and several triggers exist that could spark some level of pre/post-election violence. Liberia's recent electoral history demonstrates that the immediate post-election period, in particular, the time

between Election Day and the run-off election is highly sensitive and susceptible to conflict. While the security sector continues to experience capacity and resource constraints, the LNP has received significant international support in the post-conflict period and has built a basic level of operational and strategic capabilities. However, prioritization is required within the GoL on planning and resource allocation. This enables security actors to provide the necessary support to electoral processes.

6.2.4 HUMAN RESOURCE MANAGEMENT

The MoD is an equal opportunity employer that employs strictly based on merit. Positions are preoccupied with the best-qualified candidates through a competitive process, with special attention to women and persons with disabilities. Our human resource management system is valuable for managing and tracking individual careers and evaluating the effects of policies and programs. The management of our human capital combined with other technical elements enhances the defense sector's morale, motivation, and performance. This has resulted in increased public trust.

As we continue to grow and develop our organization, we will focus on recruiting, training, and deploying an effective defense sector. We recruit the brightest and the best candidates, assign personnel to increase productivity and efficiency, offer salaries linked to skills and responsibilities, promote mental and physical health, and ensure proper transition and integration of retirees into civilian life.

During the period of this Plan, the MoD will invest in gender equality and talent management in order to ensure that it secures the required getoive talents.

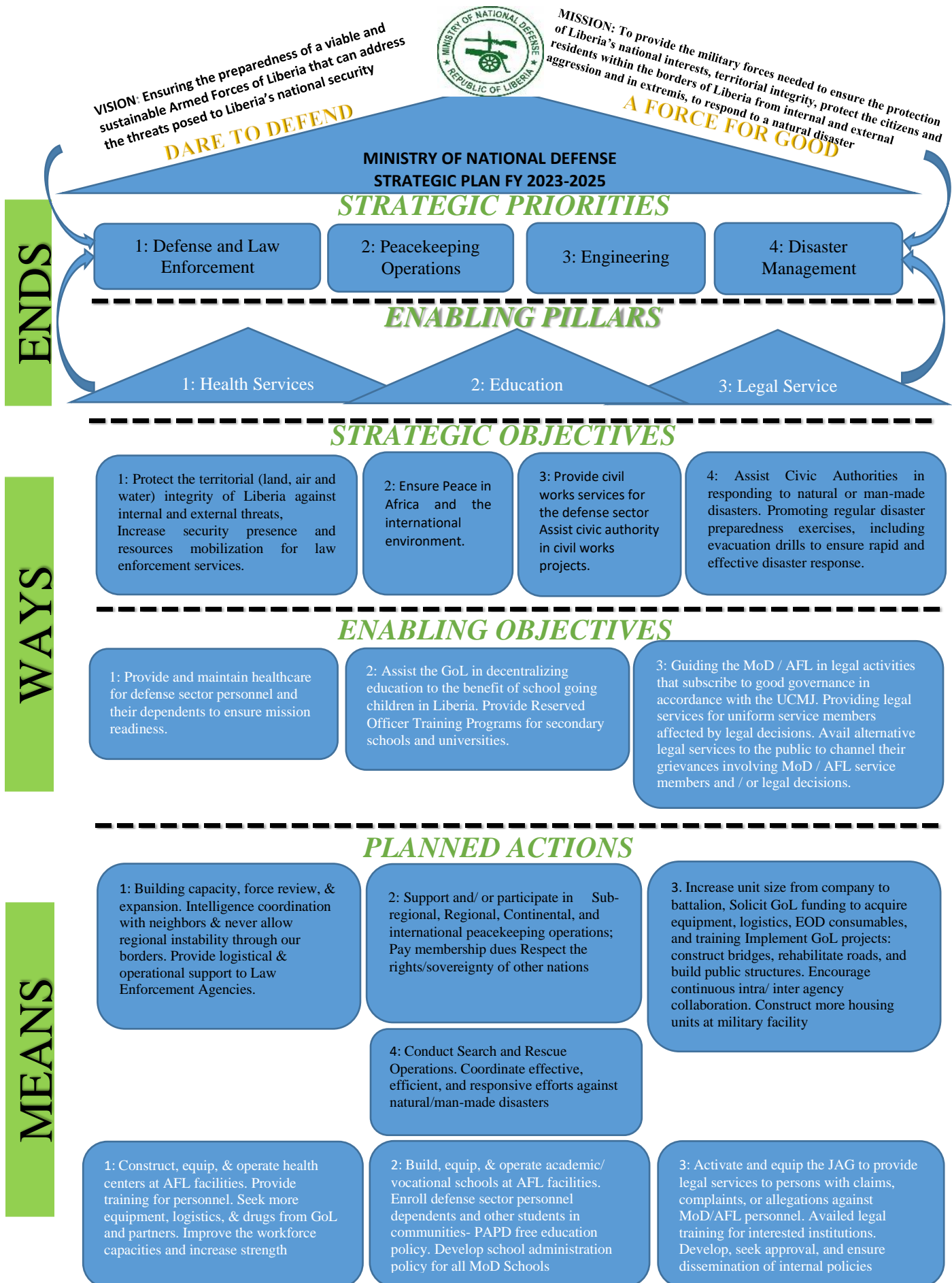
6.2.5 FINANCE

The GoL through the Ministry of Finance and Development Planning (MFDP) has an effective mechanism for allocating limited resources. This mechanism requires a two-pronged approach. First, a top-down process informed by strategic priorities for the security sector. This requires clear decision-making mandates from top levels of government to set security priorities and resource allocations. Second, the bottom-up process requires security agencies to evaluate and scrutinize the different costs and revenue sources available to the sector and develop an actual budget. The key challenge is the prioritization of security activities to ensure that the security apparatus attain the competence and skill levels required to maintain peace.

GoL allocates financial resources to keep the AFL operationalized. Even with fiscal constraints, the GoL is obligated to prioritize MoD/AFL funding that responds to the provision of infrastructures, logistics, recruitment, training, and recurring costs. Moreover, the involvement of AFL in peacekeeping operations to support regional security requires sustained funding.

In procuring goods and services, the Department of Materiel, Acquisition, Logistics, and Transportation (DMALT) liaises with the MoD Comptroller's office to ensure compliance with the Public Financial Management (PFM) Regulation and the Public Procurement Act (PPA). Though international partners have been helpful in funding/supporting our programs/projects, incremental allocations from GoL are critical to support this strategic plan as security becomes complex by the day.

7.0 STRATEGIC PLAN FRAMEWORK



The above-mentioned framework guides the MoD in achieving its vision and mission during the period 2023–2025. In addition, this framework is an evidence-building roadmap that highlights our strategic priorities, enabling pillars, objectives and planned actions. Achieving these priorities and enabling pillars which are informed by our situational analysis leads to mission effectiveness. The framework further provides valuable information that promotes evidence-based decision-making and improves operational outcomes.

8.0 STRATEGIC PRIORITIES AND ACTIVITIES

8.1 Priority 1: Provision of Defense & Law Enforcement

Strategic Priority Overview

This priority has the primary strategic focus of the AFL which is to defend the national sovereignty and territorial integrity of Liberia (land, air, and marine territory) against external aggressions, insurgency, terrorism, and encroachment. Embedded in this primary mission is law enforcement. The Coast Guard of Liberia shall have law enforcement functions that relate to protecting the Liberian Coastlines and its maritime resources. Additionally, in peacetime, the AFL shall support national law enforcement agencies when such support is requested and approved by the President. Such support shall include the exchange of information, personnel training, mobilization and deployment of security contingents. The AFL shall intervene only as a last resort when the threat exceeds the capacity of the law enforcement agencies to respond.

8.1.1 Strategic Objectives:

- Protect the territorial (land, air, and water) integrity of Liberia against internal and external threats,
- Increase security presence and resource mobilization for law enforcement services.

Activities for achieving these objectives:

- ✚ Collaborate with other ministries and agencies for resource allocation that supports joint security operations and improve territorial protection
- ✚ Provide support to suppress insurrection and aid civil authorities to restore law and order when requested,
- ✚ Participate in multilateral contingency operations,
- ✚ Honor Liberia's international obligations and treaties, consistent with the Constitution of the Republic of Liberia,
- ✚ Equip the defense sector with required equipment and supplies,
- ✚ Renovate additional housing units to accommodate more soldiers and their dependents,
- ✚ Recruit and train additional military personnel due to attrition and retirement in the defense sector,
- ✚ Undertake regular exercises and operations with paramilitary agencies
- ✚ Expand border operations
- ✚ Allot funds for maintenance of vehicles and equipment for smooth and efficient operations,
- ✚ Procure one (1) Cessna 208 Aircraft for the Liberian Air Wing operations,

- ✚ Conduct Regional Threat Analysis, and
- ✚ Modify Force Deployment by regions

8.2 Priority 2: Peacekeeping Operations

Strategic Priority Overview

This priority ensures that Liberia as a beneficiary of peacekeeping operations endears the exportation of peace to other countries experiencing undue carnage.



The United Nations Resolution 2100 mandated over 12,000 UN Peacekeepers to support the Mission in Mali. Since 22 June 2013, Liberia continues to contribute troops to the Mission. The UN Statement of Unit Requirement authorized Liberia to deploy additional personnel on 10 Sept. 2018, which increased the strength of the Contingent. The AFL

also has Military Staff Officers serving with the UN Mission in other regional areas such as South Sudan, Sudan, and Guinea Bissau.

The AFL's participation in peacekeeping operations since 2013 is a boost to the military and the Country. Participation in Peacekeeping operations motivates soldiers, increases their experience, and improves Liberia's reliability among the comity of nations.

8.2.1 Strategic Objective: Ensure peace in Africa and the international environment

Activities for achieving this objective:

- ✚ Support and/or participate in international peacekeeping, and peace enforcement being conducted by the UN, AU, ECOWAS, MRU, and/or all international institutions of which Liberia may be a member.
- ✚ Deploy AFL Units and personnel outside of Liberia with the mandate to function under the operational command and control of multinational forces consistent with the policies and agreements reached by the Ministry of National Defense through the Chief of Staff.
- ✚ Honor Liberia's international obligations and treaties to the extent that such obligations are consistent with the constitution of the Republic of Liberia.
- ✚ Monitor the military situation for possible security contingencies, communicate, and control responses directed by duly appointed command authorities.
- ✚ Equip the AFL with the required training and logistics.
- ✚ Respect the rights and sovereignty of other nations.
- ✚ Recruit and train additional military personnel due to attrition and retirement in the AFL.
- ✚ Renovate additional housing units at military installations.

8.3 Priority 3: Provision of Engineering Services

Strategic Priority Overview

This priority encapsulates the provision of civil works services for the defense sector and Liberia at large. MoD Civil Works provides oversight and support to the AFL Engineering Company because our military engineers are tasked with the wartime role of mobility, counter mobility, and survivability in support of all other branches of the armed forces. In peacetime, they are actively involved



in increasing infrastructure and national development. Accordingly, since its activation in 2007, the First Engineering Company has continuously supported other branches of the Armed Forces of Liberia (AFL) and the Government of Liberia in infrastructural development. In its civil outreach strategy, Engineers of the AFL have rehabilitated some critical structures in Liberia.

8.3.1 Strategic Objectives:

- Provide civil works services for the defense sector
- Assist civil authority in civil works projects

Activities for achieving these objectives:

- ✚ Solicit GoL funding to acquire equipment (tools for technical works such as computers, printers, photocopiers, software, (Revit and AutoCAD), logistics, Explosive Ordinance Device (EOD) consumables, and training,
- ✚ Augment the manpower of AFL Engineering Company to battalion level,
- ✚ Implement GoL projects, constructing bridges, rehabilitating roads, and building public structures,
- ✚ Enhance the capacity of Civil Works staff to meet up with emerging challenges,
- ✚ Encourage continuous intra/inter-agency collaboration,
- ✚ Recruit and train more military personnel due to attrition and retirement in the AFL, and
- ✚ Allot funds for maintenance of vehicles and equipment for smooth and efficient operations.

8.4 Priority 4: Disaster Management

Strategic Priority Overview

The MoD/AFL partners with Liberia's National Disaster Management Agency (NDMA) in responding to different emergencies which include epidemics, floods, tropical storms, fire, tidal abnormalities, and erosion.

The AFL provides a unique set of relevant skills and capabilities, and military personnel operate with and in augmentation to civilian authorities.

The MoD/AFL plays an important role in various aspects of the disaster management cycle, especially in regional preparedness training and the response phase. These aspects consist of search and rescue, relief operations, transportation, communication, medical services, security, food and water supply, and infrastructure reconstruction.

Over the course of the strategic plan, the AFL as 'A Force for Good' will always operate in support of civil authorities. The military, when requested, produces a rapid, positive and relevant response to the disaster situation.

8.4.1 Strategic Objective:

- Assist civil authorities in responding to natural or man-made disasters
- Promote regular disaster preparedness exercises, including evacuation drills to ensure rapid and effective disaster response

Activities for achieving these objectives:

- ✚ Partner with line ministries and agencies of the Republic of Liberia in mitigating the effects of natural disasters,
- ✚ Assist in maintaining a national search and rescue organization; undertake search and rescue missions, ss
- ✚ Render aid to distressed persons, vessels, and Aircraft
- ✚ Equip the AFL,
- ✚ Participate in humanitarian assistance initiatives,
- ✚ Undertake medical evacuation,
- ✚ Ensure that disaster mitigation is a national and a local priority,
- ✚ Strengthen disaster preparedness for effective, efficient, and timely emergency response
- ✚ Mainstream risk identification/assessment into training preparedness.

9.0 ENABLING PILLARS

In achieving our constitutional mandates and other requested civil military requirements, our enabling pillars are a series of supporting elements that are critical to the implementation of our core priorities. MoD Enabling Pillars are as follows:

- ✓ Provision of quality health services to defense personnel, dependents, and the public
- ✓ Provision of quality education to defense personnel's dependents and the public, and
- ✓ Provision of quality legal services for defense personnel and the public.

9.1 Enabling Pillar 1: Provision of Quality Health Services

Strategic Priority Overview

This priority encapsulates the provision of needed effective healthcare services to all personnel and eligible dependents of Liberia's defense sector and the general population.

9.1.1 Enabling Pillar Objective: Provide and maintain healthcare for defense sector personnel and their dependents to ensure mission capability and readiness.

Activities for achieving this objective:

- + Equip the defense sector with the required equipment and supplies,
- + Construct, equip, and operate health centers within all AFL facilities;
- + Provide more local and international training opportunities
- + Coordinate the medical insurance for referrals and medical evacuations,
- + Recruit and train additional specialists in the areas of Cardiovascular, Metabolic, Neurological, obstetrics, and Endocranial, etc.
- + Allot funds for maintenance ovehiclesle and equipment for effective and efficient operations,
- + Coordinate and collaborate with relevant health entities (local and international),
- + Provide preventive, diagnostic, curative, midwifery, maternal and child health, and
- + Manage military health facilities and staff.
- + Establish, construct, expand, or modernize key departments within the health sector:
 - Ophthalmology
 - Truama Unit
 - Mental Health
 - Maternal Ward
 - Pediatric Ward
 - Burn Unit
 - Diagnostic field (lab)



14 Military Hospital

9.2 Enabling Pillar 2: Provision of Quality Education

Strategic Priority Overview

The MoD/ AFL runs a holistic education program that supports the Ministry of Education to achieve Liberia's educational decentralization program. Liberia's defense sector runs the ROTC program that provides instructors at various universities and secondary schools. Besides, Liberia's defense sector operates secondary, primary, and elementary schools in various military installations and facilities.

9.2.1 Enabling Pillar Objectives:

- Assist the GoL in decentralizing education to the benefit of school-going children in Liberia
- Provide Reserve Officer Training Corps Programs for secondary schools and universities

Activities for achieving these objectives:

- ✚ Build, equip, and operate academic/vocational schools in AFL facilities across the country
- ✚ Recruit the best qualified academic instructors and administrators
- ✚ Enroll defense sector personnel dependents and other students residing within the communities as outlined in the PAPD Free Education Policy.

9.3 Enabling Pillar 3: Provision of Legal Services

Strategic Priority Overview

Respect for the Rule of Law is a cardinal principle in any democratic institution. The AFL, which is a microcosm of a democratic state and a 'Force for Good' subscribes to the core values of the Rule of Law in building a vibrant military justice system. The AFL has Magistrates and Attorneys who have been accredited by the Liberian National Bar Association (LNBA). Presently, the UCMJ Regulation governs the proceeding of Court-Martials for the AFL.

9.3.1 Enabling Pillar Objectives:

- Guide the MoD/AFL in legal activities that subscribe to good governance in accordance with the UCMJ.
- Provide legal services for uniform service members affected by legal decisions
- Avail alternative legal services to the public to channel their grievances involving MoD / AFL service members and/or legal decisions

Activities for Achieving these Objectives:

- ✚ Activate and equip Judge Advocate General (JAG) to provide legal services to persons with claims, complaints, and/or allegations against MoD / AFL personnel.
- ✚ Avail legal training for interested institutions
- ✚ Develop, seek approval, and ensure dissemination/ interpretation of internal policies
- ✚ Recruit and train additional legal representatives, both civilian and military

10. STRATEGIC PLAN IMPLEMENTATION FRAMEWORK

This strategic plan is administered through four inseparable levels: policy, administrative, operational, and technical:

- ✚ Policy Level-with guidance from the Commander-in-Chief, the HMOD will provide strategic policy leadership and direction for the implementation of this plan.
- ✚ Administrative Level-administratively, the Deputy Minister for Administration will support the budget formulation and resource mobilization to ensure the implementation of this plan.
- ✚ Operational Level- at the operational level, there will be established an Implementation Committee to be chaired by the Deputy Minister for Operations and co-chair by the Chief of Staff. As the Strategy is based on a human security framework and adopts a ‘whole of institution approach’, this body will comprise security, non-security personnel, and state actors that are involved with the implementation. Meeting once every month, this group will supervise the operational processes associated with the plan.
- ✚ Technical Level- there will be an established Technical Implementation Committee (TIC). The TIC will be involved with technical direction, monitoring, and evaluation. The committee will report to heads of all the above-mentioned levels. MoD Strategic Working Group and AFL Assistant Chief of Staff for Planning will coordinate and conduct meetings as regularly as possible.

ANNEX- IMPLEMENTATION PLAN FOR THREE YEARS

PRIORITIES	STRATEGIC OBJECTIVES	PLANNED ACTIVITIES	KEY PERFORMANCE INDICATORS/ OUTCOMES	RISKS	TIMELINE
Defense & Law Enforcement	Protect the territorial (land, air, and water) integrity of Liberia against both internal and external threats	Review Force Structure, Modernization and Readiness	<ul style="list-style-type: none"> Reduction in incursions on Liberia's Land, Air, & Maritime domain Prevention of national and transnational crimes against the Republic of Liberia. 	<ul style="list-style-type: none"> Inadequate allocation of resources (equipment, budget, accommodation), Inadequate sustainment plan. Limited acquisition of training opportunities (local and international) 	Annually (2023, 2024, and 2025)
		Build capacity in training and logistics Recruit and train an addition of 33% of current strength.	<ul style="list-style-type: none"> Number of personnel trained and equipped. 	<ul style="list-style-type: none"> inadequate number allocation of resources (equipment, budget, accommodation) Training quota allocation 	Annually (2023, 2024, and 2025)
		Expand border operations Conduct joint-training exercises to Enhance inter-ministerial/ inter-agency coordination Conduct synchronized border operations with neighboring militaries.	<ul style="list-style-type: none"> Mitigation in national and transnational crimes Number of joint- training exercises conducted Number of synchronized border operations with neighboring militaries conducted 	<ul style="list-style-type: none"> Illegal immigration Terrorism Smuggling/ Illegal trade Trafficking Proliferation of small arms Insurgency 	Annually (2023, 2024, and 2025)
		Participate in MRU, ECOWAS, AU, & UN early warning programs and operations	<ul style="list-style-type: none"> Sustained global peace, security, and stability Enhanced global coordination and scope of operations Enhanced Legitimacy 	<ul style="list-style-type: none"> Inadequate capacity to expand and sustain operations Limited political will 	Annually (2023, 2024, and 2025)
	Increase security presence and resources mobilization for law enforcement services	Undertake regular exercises and operations with paramilitary agencies Strategic deployment of forces to enforce law and order	<ul style="list-style-type: none"> Sustained inter-agency coordination Built Capacity Shared Intelligence Adequate Force Projection Crime deterrence Built confidence Early warning 	<ul style="list-style-type: none"> Inadequate capacity to expand and sustain operations Security Vulnerability Reduces confidence Affects response timing 	Annually (2023, 2024, and 2025)
		Provide logistical & operational support to Law Enforcement Agencies	<ul style="list-style-type: none"> Enhanced internal coordination and scope of operations Sustained peace and stability 	<ul style="list-style-type: none"> Security Vulnerability Reduces confidence Inadequate capacity 	Annually (2023, 2024, and 2025)
		Conduct local and regional threat analysis	<ul style="list-style-type: none"> Understand contemporary threats Revised COA Enhanced Readiness 	<ul style="list-style-type: none"> Security Vulnerability Inadequate capacity 	Annually (2023, 2024, and 2025)
		PRIORITY TWO	Contribute to peace in Africa and the international environment	Support and/ or participate in Sub-regional, Regional, Continental, and	<ul style="list-style-type: none"> Increased participation in active global peacekeeping operations

Peacekeeping Operations		international peacekeeping operations;	<ul style="list-style-type: none"> Recipient of peacekeeping award Enhanced joint forces operations Modernized military (Internationally exposed and experienced military) 	<ul style="list-style-type: none"> Inadequate allocation of resources (equipment, budget, accommodation) Training quota allocation 	
		Pay membership dues	<ul style="list-style-type: none"> 100% Regularization of Membership Status 	<ul style="list-style-type: none"> Sanction by the international bodies Negative status 	Annually (2023, 2024, and 2025)
		Respect the rights/sovereignty of other nations	<ul style="list-style-type: none"> Peaceful and stable sub-region 	<ul style="list-style-type: none"> The proliferation 	Annually (2023, 2024, and 2025)
PRIORITY THREE Provision of Engineering Services	Provide civil works services for the defense sector	Increase unit size from company to battalion	<ul style="list-style-type: none"> Number of AFL Engineers recruited and trained Percentage Increase in logistics acquired 	<ul style="list-style-type: none"> Inadequate capacity to expand and sustain operations Limited political will Inadequate allocation of resources (equipment, budget, accommodation) Training quota allocation 	Annually (2023, 2024, and 2025)
		Solicit GoL funding to acquire equipment, logistics, EOD consumables, and training	<ul style="list-style-type: none"> Percentage Increase in logistics/equipment acquired 	<ul style="list-style-type: none"> Inadequate capacity to expand and sustain operations Limited political will Inadequate allocation of resources (equipment, budget, accommodation) 	Annually (2023, 2024, and 2025)
		Survey all MoD/ AFL land nationwide and probate deeds	<ul style="list-style-type: none"> Percentage of MoD/ AFL land surveyed and deeded 	<ul style="list-style-type: none"> Encroachment 	Annually (2023, 2024, and 2025)
		Renovate all Barracks across Liberia	<ul style="list-style-type: none"> Percentage of old housing units renovated Decongested military facilities/ installations 	<ul style="list-style-type: none"> Congestion Health Hazards Demotivation/ demoralization 	Annually (2023, 2024, and 2025)
		Build the capacity of MoD/ AFL Engineers	<ul style="list-style-type: none"> Percentage of personnel capacity enhanced Quality service delivered Citizens confidence built Increased morale 	<ul style="list-style-type: none"> Underperformance of engineers Misapplication of resources and equipment Citizens distrust Diminished morale 	Annually (2023, 2024, and 2025)
		Assist civil authority in civil works projects	Encourage continuous intra/ inter agency collaboration	<ul style="list-style-type: none"> Increased collaboration with agencies and partners More public facilities constructed/ rehabilitated 	<ul style="list-style-type: none"> Limited public infrastructures Bureaucratic bottlenecks
		Construct 150 new housing units at military facilities	<ul style="list-style-type: none"> Number of housing units constructed 	<ul style="list-style-type: none"> Congestion Health Hazards Demotivation/ demoralization 	Annually (2023, 2024, and 2025)
	PRIORITY FOUR Disaster Management	Assist civil authorities in responding to natural or man-made disasters	Partner with line ministries and agencies and international organizations in mitigating the effects of natural disasters	<ul style="list-style-type: none"> Increase in collaboration with agencies and partners Timeliness of response mechanism Increase in number of disaster management training 	<ul style="list-style-type: none"> Limited capacity Increased disaster incidences Limited resource capacity

		Undertake search and rescue missions, Provide humanitarian assistance and conduct medical evacuation,	<ul style="list-style-type: none"> • More survivors reported • Sustained disaster-related inter-agency partnership 	<ul style="list-style-type: none"> • More casualties reported • Limited collaboration 	Annually (2023, 2024, and 2025)

ENABLING PILLARS	PILLAR OBJECTIVES	PLANNED ACTIVITIES	KEY PERFORMANCE INDICATORS	RISKS	TIMELINE
Enabling Pillar 1: Provision of Quality Health Services	Provide and maintain healthcare for defense sector personnel and their dependents to ensure mission readiness.	Equip the defense sector with the required medical equipment and supplies	<ul style="list-style-type: none"> • Increase in number of medical equipment and supplies 	<ul style="list-style-type: none"> • Limited healthcare • Human resource incapacity 	Annually (2023, 2024, and 2025)
		Construct, equip, and operate health centers within all AFL facilities;	<ul style="list-style-type: none"> • Number of Aid Stations elevated to clinic level 	<ul style="list-style-type: none"> • Limited healthcare • Human resource incapacity 	Annually (2023, 2024, and 2025)
		Provide more training opportunities (locally and internationally)	<ul style="list-style-type: none"> • Percentage increase in trained medical personnel • Percentage increase in training opportunities 	<ul style="list-style-type: none"> • Limited healthcare • Human resource incapacity 	Annually (2023, 2024, and 2025)
		Coordinate the medical insurance for referrals and medical evacuations,	<ul style="list-style-type: none"> • Number of medical insurance for referral and medical evacuations coordinated 	<ul style="list-style-type: none"> • Limited healthcare • Human resource incapacity 	Annually (2023, 2024, and 2025)
		Recruit and train additional personnel due to attrition and retirement in the defense sector,	<ul style="list-style-type: none"> • Percentage increase in trained medical personnel 	<ul style="list-style-type: none"> • Limited healthcare • Human resource incapacity 	Annually (2023, 2024, and 2025)
		Allot funds for maintenance of vehicles and equipment for effective and efficient operations,	<ul style="list-style-type: none"> • Number of vehicles and equipment maintained for effective and efficient operations 	<ul style="list-style-type: none"> • Limited healthcare • Human resource incapacity 	Annually (2023, 2024, and 2025)
		Coordinate and collaborate with relevant health entities,	<ul style="list-style-type: none"> • Increase in coordination and collaboration with relevant health entities 	<ul style="list-style-type: none"> • Limited healthcare • Human resource incapacity 	Annually (2023, 2024, and 2025)
		Provide preventive, diagnostic, curative, midwifery, maternal, and child healthcare	<ul style="list-style-type: none"> • Number of preventive, diagnostic, curative, midwifery, maternal, and child healthcare provided 	<ul style="list-style-type: none"> • Limited healthcare • Human resource incapacity 	Annually (2023, 2024, and 2025)

		Manage military health facilities and staff.	<ul style="list-style-type: none"> Number of military health facilities and staff managed 	<ul style="list-style-type: none"> Limited healthcare Human resource incapacity 	Annually (2023, 2024, and 2025)
Enabling Pillar 2: Provision of Quality Education	Assist the GoL in decentralizing education to the benefit of school-going children in Liberia	Build, equip, and operate academic/vocational schools in AFL facilities across the Country	<ul style="list-style-type: none"> Number of academic/vocational schools in AFL facilities across the Country 	Insufficient educational facilities with military installations	Annually (2023, 2024, and 2025)
	Provide Reserved Officer Training Programs for secondary schools and universities	Recruit the best qualified academic instructors and administrators	<ul style="list-style-type: none"> Number of best qualified academic instructors and administrators recruited 	<ul style="list-style-type: none"> Limited provision of pre-military training Uninformed public on the roles and responsibilities of the military 	Annually (2023, 2024, and 2025)
		Enroll defense sector personnel dependents and other students residing within the communities as outlined in the PAPD Free Education Policy.	<ul style="list-style-type: none"> Percentage of defense sector personnel dependents and other students residing within the communities enrolled 	<ul style="list-style-type: none"> Limited support to GoL PAPD Free Education Policy 	Annually (2023, 2024, and 2025)
Enabling Pillar 3: Provision of Legal Services	Guide the MoD / AFL in legal activities that subscribe to good governance by the UCMJ	Activate and equip Judge Advocate General (JAG) to provide legal services to persons with claims, complaints, and/or allegations against MoD / AFL personnel.	<ul style="list-style-type: none"> Number of quality legal services provided for the MoD staff/ AFL personnel 	<ul style="list-style-type: none"> Outstanding/ unresolved legal issues impacting MoD/ AFL 	Annually (2023, 2024, and 2025)
	Provide legal services for uniform service members affected by legal decisions	Develop, seek approval, and ensure dissemination/ interpretation of internal policies	<ul style="list-style-type: none"> Number of internal policies developed, approved, and disseminated/ interpreted 	<ul style="list-style-type: none"> Increased unawareness of legal issues Increased misperception 	Annually (2023, 2024, and 2025)
	Avail alternative legal services to the public to channel their grievances involving MoD / AFL service members and/or legal decisions	Avail legal services to the public	<ul style="list-style-type: none"> Number of legal services provided for the public 	<ul style="list-style-type: none"> Increased unawareness of legal issues Increased misperception 	Annually (2023, 2024, and 2025)
		Recruit and train additional legal representatives, both civilian and military	<ul style="list-style-type: none"> Number of additional legal representatives recruited and trained 	<ul style="list-style-type: none"> Limited provision of legal services 	Annually (2023, 2024, and 2025)