REPUBLIC OF LIBERIA

MINISTRY OF FOREIGN AFFAIRS



REBRANDING AND REPOSITIONING LIBERIA IN GLOBAL AFFAIRS

A STRATEGIC PLAN FOR GLOBAL LEADERSHIP (2025-2030)

MESSAGE FROM THE PRESIDENT



Fellow Liberians and Distinguished Partners,

It is with profound pride and a deep sense of responsibility that I present to you the Strategic Plan of the Ministry of Foreign Affairs of Liberia 2025-2030, aptly titled *"Rebranding and Repositioning Liberia: A Strategic Plan for Global Leadership."*

This comprehensive document is not merely a roadmap but a visionary and transformative blueprint that underscores our unwavering commitment to elevating Liberia's stature on the global stage. It is an embodiment of our collective aspirations to make Liberia a formidable actor in the realms of global peace and security, sustainable economic development, gender equality and women empowerment, and climate change. Our strategic plan is anchored on the principles of resilience, innovation, and inclusivity. It envisions a future where Liberia is not only an effective and unrelenting participant but a leader in global affairs. By focusing on these critical areas, we aim to create a nation that exemplifies the highest standards of governance, self-reliance, social equity, and environmental stewardship.

I extend my heartfelt gratitude to the Honourable Minister of Foreign Affairs and her dedicated team for their exemplary work and tireless efforts in crafting this strategic plan. Your dedication and renewed vision are commendable, and your contributions have laid a solid foundation for the future and effectiveness of our foreign policy.

I also wish to acknowledge and appreciate the invaluable input of all stakeholders, both domestic and international, who have played a role in the development of this strategic plan. Your insights and support have been instrumental in shaping a document that is not only ambitious but realistic and achievable.

Liberia stands ready to embrace its leadership role in global affairs. Our strategic plan is a testament to our readiness and our resolve to contribute meaningfully to the survival and success of our global community. As we embark on this transformative journey, I call upon

all Liberians to unite and contribute in support of our shared desire and vision for a prosperous, equitable, and sustainable future.

Let us enthusiastically move forward with confidence and determination, knowing that our efforts today will usher in a brighter tomorrow for Liberia and the world. Let us all as Liberians at home and abroad THINK LIBERIA, LOVE LIBERIA AND BUILD LIBERIA!

Thank you, and God bless the Republic of Liberia.

Joseph Nyuma Boakai
President of the Republic of Liberia

FOREWORD



On behalf of the Ministry of Foreign Affairs, I am honored to present our Strategic Plan 2025-2030, a comprehensive blueprint designed to bolster Liberia's global standing and advance our national interests in the dynamic and interconnected world of global relations. This plan lays out our strategic priorities and initiatives to ensure that Liberia remains focused on its National Interest while simultaneously remaining a proactive and impactful player on the global stage. Our primary objective is to strengthen bilateral and multilateral relationships to effectively promote Liberia's interests and amplify our influence in various international fora. By fostering robust and effective diplomatic ties, we aim to create a network of partnerships that support our national goals and values. Fundamental to our strategy is the attraction of Foreign Direct Investment (FDI) and the enhancement of mutually beneficial trade promotion. These efforts will cultivate economic partnerships that are critical to the success of the ARREST Agenda for Inclusive Development (AAID) and the achievement of the Sustainable Development (SDGs). By creating a favourable investment climate, leveraging and exploiting international trade opportunities, we are committed to driving sustained inclusive economic growth and development.

We are also dedicated to showcasing Liberia's rich cultural heritage and promoting people-to-people exchanges. These initiatives are vital for fostering mutual understanding and cooperation between Liberia and the world, thereby strengthening our cultural diplomacy and national identity. Pursuant to our desire for global peace and security, we will bolster systems and initiatives that foster sustainable peace within the Mano River Union (MRU) Basin, the Economic Community of West African States (ECOWAS), the African Union (AU), and globally. Our commitment to peace is unwavering, as we recognize that stability is the primary foundation of progress and development.

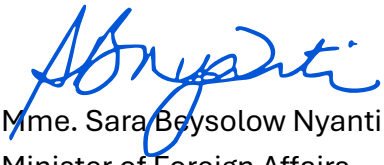
A critical aspect of our strategic plan involves the construction of new embassies and the upgrading of existing infrastructure. By re-engineering and enhancing professional and institutional capacities, we aim to enhance Liberia's global image and ensure that our diplomatic missions are equipped to successfully represent our nation. Additionally, we are committed to promoting gender equity through an inclusive foreign policy. This policy will address the roles of women and men with equality, ensuring that our foreign relations and development cooperation are inclusive and just.

Finally, we will modernize and transform the Ministry's legal and administrative framework. This includes reviewing and updating all laws and policy documents, automating financial and human resource management systems, and upgrading files into a secure digital management system. These improvements are essential for ensuring efficiency, transparency, sustainability and accountability within the Ministry.

The Strategic Plan encompasses seven objectives and thirty (30) priority projects, undertaking one hundred and thirty-four (134) strategic key activities, with a total budget of one hundred ninety million United States Dollars $190,000,000. Each component of the plan is designed to soundly establish and reinforce Liberia’s enhanced diplomatic and economic endeavours, positioning our country for a prosperous and sustainable future.

With this Strategic Plan, we are poised to navigate the complexities of global relations with focused and a steadfast commitment to advancing Liberia’s interests.

I extend my heartfelt gratitude to all our partners and stakeholders for their continued support and collaboration. Together, we will build a brighter future for Liberia and the World!



Mme. Sara Beysolow Nyanti
Minister of Foreign Affairs
Dean of the Cabinet

ACKNOWLEDGEMENTS

The Ministry of Foreign Affairs of Liberia extends its deepest appreciation to all those who have contributed to the development of our Strategic Plan. This critical document could not have been realized without the collective effort, expertise, and dedication of numerous individuals and teams.

We wish to express our profound gratitude to Sen. Abe Darius Dillon of Montserrado County, Chairman of the Senate Committee on Foreign Relations, and Rep. Taa Wongbe of Nimba County, Chairman of the House of Representatives Committee on Foreign Relations. Your invaluable guidance, support, and legislative oversight have been instrumental in shaping the direction and objectives of our Strategic Plan.

A special acknowledgment goes to Mr. Robert M. Sammie, whose role as a volunteer consultant demonstrated a high level of patriotism and was pivotal in the formulation of this Plan. His expert insights, analytical skills, and unwavering commitment have significantly contributed to the thoroughness and comprehensiveness of our strategic framework. We also recognize the indispensable contributions of our head of missions and diplomatic staff. Their on-the-ground experiences, feedback, and dedication to representing Liberia's interests abroad have provided essential perspectives that are integral part of our Plan.

To the Management Team of the Ministry of Foreign Affairs, the team's exemplary leadership and strategic vision have been the backbone of this endeavour. Their unparalleled effort to steer this project with clarity and purpose is deeply appreciated. Our special thanks go to the Africa Development Management Associates for bringing it all together into this final document.

Lastly, we extend our heartfelt thanks to the general staff of the Ministry of Foreign Affairs, whose unwavering support, hard work, and dedication have been crucial in every step of this process. This collective effort has ensured that our Strategic Plan is both robust and actionable, setting a solid foundation for the future of Liberia's foreign relations.

Together, we have forged a path that will enhance and transform our diplomatic engagements and strengthen Liberia's position on the global stage. Thank you for your outstanding contributions and commitment to this vital national undertaking.

ACRONYMS

AAID	ARREST Agenda for Inclusive Development
ArcFTA	African Continental Free Trade Area
ARREST	Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism
AU	African Union
CBO	Community-Based Organization
CEDAW	Elimination of All Forms of Discrimination Against Women
DPoA	The Doha Program of Action
ECOWAS	Economic Community of West African States
EDPF	Economic Diplomacy Policy Framework
ESG	Environment, Social Governance
FSI	Foreign Service Institute
GEMAP	Governance and Economic Management Assistance Program
HR	Human Resources
HRIS	Human Resources Information System
IMF	International Monetary Fund
LDCs	Least Developed Countries)
MoFA	Ministry of Foreign Affairs
MRU	Mano River Union
NDP	National Development Plan
NEDSF	National Economic Diplomacy Strategic Framework
NGO	Non-Governmental Organization
OAU	Organization of African Unity
PESTLE	Political, Economic, Social, Technology, Legal, Environment
PPPs	Public-Private Partnerships
SDC	Service Delivery Charter (2024–2025)
SDGS	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, Threats
UN	United Nations
USAID	United States Agency for International Development
WB	World Bank
WHO	World Health Organization
WSR	Women's Situation Room

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EXECUTIVE SUMMARY

Liberia has made notable progress in stability and recovery since its devastating civil conflict and must now consolidate gains and expand its influence particularly, given its strategic location, natural resources, and vibrant culture. As part of the comprehensive strategy, Liberia's foreign policy and programs must be proactive, adaptive, development-oriented and resilient. Furthermore, current efforts at accelerating globalization and shifting geopolitical dynamics have made a call for a more coherent, forward-looking strategic plan. Liberia must therefore adapt to a global landscape shaped by climate change, digital transformation, gender equality, global health, and shifting alliances. The outcome would position Liberia not only as a participant but as an influential actor in shaping national and global solutions. The five-year strategic plan — *Rebranding and Repositioning Liberia: A Strategic Plan for Global Leadership (2025–2030), is* in direct response to ensuring this outcome.

By leveraging Liberia's foreign service architecture, and addressing current challenges, the Ministry seeks to build a dynamic foreign service capable of advancing national interests and navigating complex global realities. Accordingly, four critical areas shall be focused on during the plan period: diplomatic innovation, economic diplomacy, cultural exchanges, and international partnerships. In addition, the two impactful initiatives undertaken to Enhance Performance: (reforming regulatory and operational policies and activities; and improving service delivery frameworks and capabilities) shall be built upon.

The global environment is marked by a number of influencing events including technological innovation, shifting economic power, geopolitical tensions, and environmental challenges. The consequential impact of these events is a call to action for Effectively rebranding and repositioning Liberia in regional and global activities. To effectively align stakeholder interests with national strategic goals in this exercise, the Ministry of Foreign Affairs will implement a comprehensive engagement strategy that includes: Regular Consultations and Briefings; Public-Private Partnerships (PPPs); Capacity Building and Support; Information Sharing and Transparency; International Collaboration; and Monitoring and Evaluation. The "Strategic Plan aims to provide a clear and actionable roadmap for enhancing Liberia's international standing and influence. It seeks to (a) align the Ministry's efforts with national

priorities outlined in the ARREST Agenda for Inclusive Development (AAID); (b) optimize diplomatic engagement; and (c) foster global economic, cultural, and political ties.

To accomplish its goal, the plan focuses on achieving seven key objectives and thirty (30) priority projects, undertaking one hundred and thirty-four (134) strategic activities. The strategic goal of the Five-Year Strategic Plan is to *transform Liberia's diplomatic image into a pivotal and influential player in global affairs*. The strategic plan identifies six key priorities to be pursued: (i) strengthening diplomatic Networks; (ii) promoting economic diplomacy; (iii) safeguarding gender equality; (iv) enhancing cultural diplomacy; (v) undertaking peace and security Initiatives; and (vi) building institutional capacity.

Three inter-connected milestones shall be pursued along the road map to guide the plan's delivery strategy and schedule: (i) Laying the Foundation; (ii) Scaling Up Initiatives; and (iii) Consolidation and Review. A strengthened MFA shall deliver concrete results, which are all outstanding in supporting sustained growth and development in Liberia. Liberia's national interests, and contributing to global stability and prosperity. Following effective implementation of the plan, the expected outcomes shall be:

i Liberia's diplomatic presence expanded and deepened globally
ii Increased external investment flows into Liberia in support of economic sectors
iii Enhanced gender equality in diplomatic initiatives and decision-making
iv Initiatives to promote Liberia's cultural heritage internationally launched
v Liberia's contribution to regional and global peace and security enhanced
vi Ministry's infrastructure, technology, and human resources strengthened

A minimum total of One Hundred and Ninety Million United States Dollars ($190,000,000), would be needed to effectively and timely execute the plan. Five instruments shall be used to ensure the effective management of funds allocated to implementing the plan. Effective internal and external communication and stakeholder engagement are crucial for the successful implementation of the strategic plan. Structurally, a Plan Implementation Team is constituted comprising: (a) Steering Committee; (b) Senior Management Team within the MoFA; and (c) MoFA Inter-Department Plan Implementation Taskforce. The monitoring framework seeks to provide a uniform and collaborated systematic approach for effective and efficient tracking progress made on the implementation of the strategic plan. The evaluation process shall involve systematic and objective collection and analysis of data related to demonstrating the effectiveness, efficiency, relevance, sustainability, and impact

of the plan. Both processes would enable MoFA to generate reports from which recommendations would be made for corrective measures to be undertaken within the plan implementation process.

FOREIGN POLICY STATEMENT

21st Century Strategic Framework

I. Preamble: A New Era of Ambition and Global Relevance

Liberia's foreign policy is anchored in the protection of national sovereignty, territorial integrity, and the security and prosperity of its people. In a rapidly evolving global order defined by geopolitical competition, technological advancement, climate vulnerability, and shifting economic centers of gravity, Liberia embraces a bold and transformative diplomatic posture that aligns diplomacy with economic transformation, innovation, human capital development, and national resilience.

II. Foreign Policy Vision Statement

Liberia's foreign policy builds on decades of diplomatic leadership, rooted in its legacy as Africa's oldest republic and a founding voice in Pan Africanism and multilateralism. Liberia stood among the earliest and most consistent advocates for the liberation of African nations from colonial rule, lending its voice, its institutions, and its example as a self-governing republic to the continent's long struggle for independence and self-determination. Liberia was one of only four African countries to sign the United Nations Charter in 1945, and it later became a founding member of the Organization of African Unity (now the African Union), the Economic Community of West African States (ECOWAS), and the Mano River Union.

In this evolving world of multi-polarity and shifting alignments, Liberia will respect the sovereignty and territorial integrity of other nations, adhere to non-interference, and, as a member of the Non-Aligned Movement, deepen regional and global cooperation. Liberia's election in June 2025 to its first full, two-year term on the Council marks a significant milestone in its global cooperation, one that was affirmed with an overwhelming 181 votes from UN member states. This is against the backdrop of a 1961 one-year seat negotiated as

a split term with Ireland after a six-week deadlock in the UN General Assembly. Liberia remains steadfast in its convictions, principles, and values, born of its lived experience, and its foreign policy must now reflect the current realities of geopolitical competition, technological change, and growing inequalities. To advance Liberia's vision of remaining a global actor promoting peace, security, and economic prosperity while standing on the shoulders of its domestic strength, Liberia outlines the following five pillars of its foreign policy:

1. Resilience and Sovereignty Protection

2. Economic Diplomacy

3. Citizen Protection and Diaspora Engagement

4. Regional and Global Peace and Security Leadership

5. Technological Competitiveness

Economic diplomacy will drive the foreign policy agenda through investment promotion in agribusiness, mining, infrastructure, the digital economy, tourism, and manufacturing, deeper participation in the African Continental Free Trade Area, and positioning as a stable, reliable investment destination. Liberia will pursue the transparent, sustainable management of its natural resources, including its minerals, forests, and land, to ensure they generate broad-based prosperity for Liberians, protect the environment, and help prevent resource-driven conflict. Liberia will not be left behind in technological advancements and will pursue new frontiers in this regard. Within the Mano River Union, ECOWAS, the African Union, and the UN, Liberia will champion democratic governance, promote regional integration, advance qualified Liberians into leadership roles, and play a stabilizing part in response to insecurity and instability with its neighbors, across the Sahel, the wider region, and beyond. In all of this, Liberia's partnership approach will be to strengthen existing partnerships and build new ones that advance its foreign policy objectives.

Liberia regards its diaspora as a strategic asset, and will strengthen protection of citizens abroad and mobilize diaspora capital, skills, and networks in support of national development. Liberia will invest in youth, with particular attention to disadvantaged and marginalized girls and people with disabilities, and will advance a dedicated Youth, Peace, and Security agenda that strengthens young people's role and voice in national life. Liberia will also pursue a feminist, gender-responsive foreign policy that mainstreams women's

leadership and sustains its voice on Women, Peace, and Security. Together, these efforts will build strong human capital and a more resilient population.

I. BACKGROUND AND CONTEXT

1.1 Introduction

Liberia's history is deeply intertwined with modern diplomacy in Africa. Since declaring independence in 1847, Liberia has defended its sovereignty through diplomatic agility, inspiring hope across the continent. Over the years, Liberia played a central role in shaping global and regional institutions, from the League of Nations and the United Nations to the African Union, ECOWAS, and the Mano River Union. Liberia has made notable progress in stability and recovery but must now consolidate gains and expand its influence. Its strategic location, natural resources, and vibrant culture present opportunities, yet challenges such as limited infrastructure, human capital constraints, and insufficient diversification remain. To intensify and consolidate the role and adequately redress the challenges, Liberia's foreign policy and programs must be proactive, adaptive, development-oriented and resilient. The result would position Liberia not only as a participant but as an influential actor in shaping national and global solutions.

1.2 Methodological Approach Used

To ensure that the plan is visionary, practical and aligns with Liberia's regional and international commitments under ECOWAS, the African Union, and the United Nations. The plan's preparation adopted a three-phase approach: (a) conducting targeted stakeholders' consultations; and (b) reviewing relevant documents. Elements of these interventions are summarized below.

1.2.1 Stakeholder Consultations

Broad consultations with government agencies, civil society, academia, the private sector, international partners, and diplomatic missions were held. The aim was to gain valuable insights and understanding into their perspectives, interests, expectations, and concerns; and to secure shared ownership, support and collaboration in implementing the strategic plan. Stakeholders provided valuable feedback on the proposed strategies, identified potential risks or opportunities, and contributed to shaping the priorities and focus areas of the strategic plan. Those consulted are listed in Box 1.

Box 1: Stakeholders Consulted

National Stakeholders	International Stakeholders

***Government Agencies*:** Key agencies consulted include the Ministry of Finance and Development Planning, the National Investment Commission, the Ministry of Agriculture, the Ministry of Commerce and Industry, the Ministry of Defense, the Ministry of Gender Children and Social Protection, the Ministry of Health, the National Port Authority, the Environmental Protection Agency, and the National Legislature.

Private Sector: Businesses, industry associations, and entrepreneurs are vital for economic growth, investment, and job creation.

Civil Society: Non-governmental organizations (NGOs), community-based organizations (CBOs), and advocacy groups play a critical role in social development, human rights, and environmental conservation**.**

Academic Institutions: Universities and research institutions contribute to policy research, innovation, and capacity building.

International Organizations: Key organizations include the United Nations (UN), African Union (AU), Economic Community of West African States (ECOWAS), World Bank, International Monetary Fund (IMF) and the World Health Organization (WHO)

Foreign Governments: Diplomatic missions and foreign governments with bilateral relations with Liberia.

Development Partners: International development agencies, such as USAID, DFID, and GIZ, provide financial and technical assistance for various projects and initiatives.

Multinational Corporations: Companies that invest in Liberia's key sectors, such as mining, agriculture, and telecommunications.

1.2.2 Document Review and Analysis

Several documents were reviewed analysing the situation, benchmarking the Liberian foreign affairs operations against peer nations, and seeking guidance for determining priorities of the plan. The focus and outcomes from the review exercise are summarized in Box 2.

Box 2: Relevant Issues Derived from Documents Reviewed

Interventions	Issues of Interest
Situational Analysis	A comprehensive review of Liberia's foreign policy environment assessed historical trajectories, institutional strengths and weaknesses, and external opportunities and threats. This analysis provided the evidence base for defining strategic priorities.
Benchmarking	Comparative studies of peer nations highlighted successful models of diplomatic innovation, economic diplomacy, and institutional modernization, while ensuring Liberia's strategy remained tailored to its unique circumstances.
Strategic Prioritization	Core thematic areas were identified and prioritized: diplomatic innovation, economic diplomacy, cultural exchange, institutional modernization, and global partnerships. Prioritization was guided by alignment with national development goals, responsiveness to global trends, and feasibility within Liberia's institutional and resource constraints.

1.3 Structure of the Plan

The plan is divided into seven sections including the Introduction which outlines the background, context, and the methodological approach used. Section two highlights the conceptual issues and engagements specifying a number of issues including Liberia foreign policy architecture, diplomatic Legacy of the country, and the global arena. Liberia's Position. Section three focuses on the Ministry's foundational context, analysis of the Ministry's Potentials, and those challenges facing the Liberian Ministry of Foreign Affairs. Section four specifies the Plan's strategic objectives, expected outputs and results whilst section five is focused on priority projects and activities of the plan. The plan implementation framework indicating a roadmap, output delivery dates, success indicators and expected outcomes are in section six. The last section highlights requirements and general modalities for operationalizing plan implementation process. A separate detailed Economic Framework for the Ministry is prepared to accompany the successful delivery of the strategic Plan.

II. CONCEPTUAL ISSUES AND ENGAGEMENTS

2.1 Liberia Foreign Policy Architecture

Liberia foreign policy is anchored in national security, economic development, global peace, and international cooperation aligned with the government's commitment to inclusive gender sensitive development, built around the principles of Liberia liberal democracy and economic liberalism, and safeguarding national sovereignty and territorial integrity. The policy is aimed at maintaining internal stability, sustainable development and strategic influence advocating for democratic values, fair play and human rights on the global stage through (a) forging and promoting mutual win-win regional, bilateral and international partnerships; (b) promoting regional and global peace and security, while adhering to the principle of self-determination; and (c) pursuing and increasing economic diplomacy benefits through effective bilateral and multilateral cooperation with focus on strengthening trade relations, and securing foreign direct investments. The strategic objective of the policy is four-fold:

i. ***Enhancing Liberia's Global Visibility*** strengthening and promoting quality gender balanced diplomatic representation abroad; improving Liberia's influence internationally through the promotion of flexible border control, tourism, culture, and Liberia's unique history, highlighting the contributions of Liberia to nations.

ii. ***Advancing Economic Diplomacy*** domesticating relevant signed global and regional legal instruments particularly completing accession to the African Continental Free Trade Area (ArcFTA) and instituting measures to strategically position Liberia advantageously in the global diplomatic and economic space removing trade barriers and facilitating opportunities for investments in agribusiness, tourism, and mining.

iii. ***Strengthening Regional and Global Integration Engagements*** with MRU, ECOWAS, the African Union, the United Nations, and other multilateral bodies, actively participating in regional and global forums addressing critical issues related to peace, security, climate change, health, education, and sustained development.

iv. ***Strengthening Foreign Missions and Portfolio*** developing and operationalizing (a) an effective E-visa system to improve consular services, ensuring accessibility, and reducing the time for consular services; and (b) developing and executing

targeted capacity-building programs to strengthen Liberia's foreign missions abroad.

2.2 Liberia's Diplomatic Legacy

Liberia has been active on the diplomatic stage since gaining independence, leaving behind several diplomatic legacies, including the following milestones during the last decade:

i **Post-conflict reconstruction** recognized globally as a model of partnership in governance reform.

ii **Peacekeeping and mediation** through ECOWAS and UN missions.

iii **Regional integration** efforts to strengthen ECOWAS and MRU frameworks.

iv **Women's Situation Room (WSR)**, a pioneering peacebuilding initiative replicated across Africa.

v **Election to the UN Security Council (2026–2027)**, positioning Liberia at the center of global decision-making.

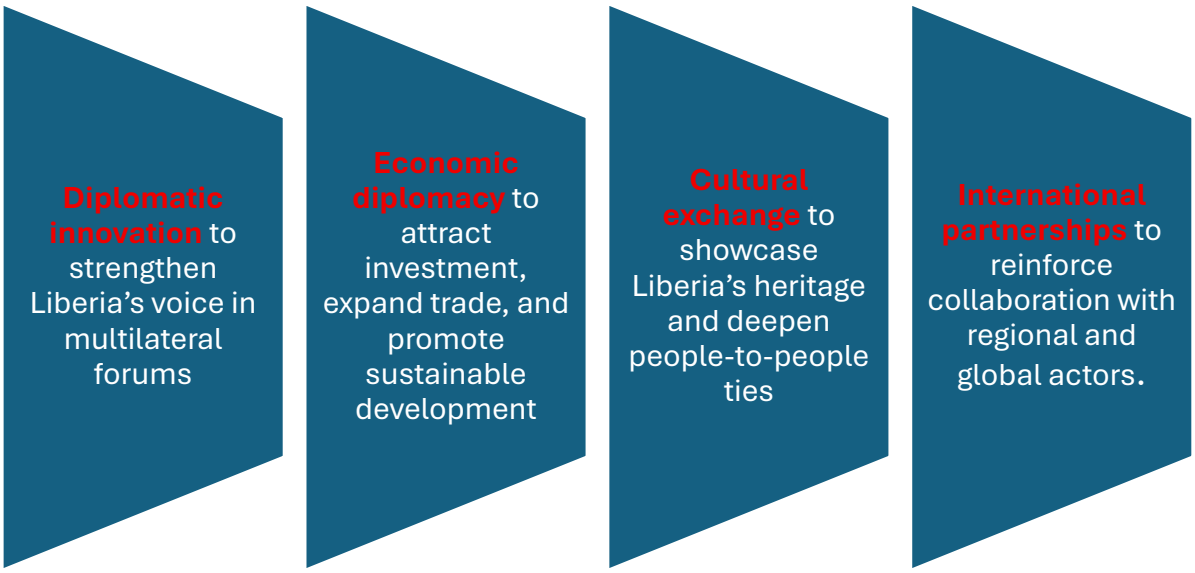
vi **Enduring partnership with the United States**, reinforcing Liberia's leverage on the global stage.

Despite the above listed achievements, Liberia has faced civil conflict, economic fluctuations, and public health crises. Yet through major policy initiatives to foster reforms, peacebuilding, and socio-economic investments — including the Poverty Reduction Strategies, Agenda for Transformation, Pro-Poor Agenda, and the current ARREST Agenda, Liberia has rebuilt institutions, restored stability, and consolidated democracy. Current efforts at accelerating globalization and shifting geopolitical dynamics have made the call for a more coherent, forward-looking strategic plan greater than before. Liberia must therefore adapt to a global landscape shaped by climate change, digital transformation, gender equality, global health, and shifting alliances.

President H.E. Joseph Nyuma Boakai has tasked the Ministry of Foreign Affairs with leading this reorientation, building on past achievements to create a more agile and impactful foreign service architecture. This five-year strategic plan — *Rebranding and Repositioning Liberia: A Strategic Plan for Global Leadership (2025–2030), is* in direct response to this

charge. It provides a roadmap to transform Liberia's foreign policy framework, modernize diplomatic practice, and project Liberia's image as a proactive and respected global actor. By leveraging Liberia's foreign service architecture, and addressing current challenges, the Ministry seeks to build a dynamic foreign service capable of advancing national interests and navigating complex global realities. Accordingly, four critical areas must be focused on during the plan period as identified in Figure1.

Figure 1: Focus Areas to Advance National Interests and Navigate Global Realities



2.3 Impactful Initiatives Undertaken to Enhance Performance

The Liberian Ministry of Foreign Affairs has, during the last two years, undergone two significant impactful reforms initiatives in addition to the Ministry's headquarters renovation, to enhance Liberia's international presence and its delivery capacities: (a) reforming regulatory and operational policies and activities; and (b) improving service delivery frameworks and capabilities. They have not only improved the efficiency, effectiveness and professionalism of the Ministry, but have also strengthened the country's diplomatic relations and credibility on the global stage. The scope and nature of these two major initiatives are respectively highlighted below.

2.3.1 Regulatory and Operational Activities

Three major reforms to the ministry's regulatory and operational activities were made. One, passport regulations (2023) were revised to improve efficiency, reduce bureaucratic bottlenecks, enhance security and integrity, and restore trust and confidence in the value of Liberia's passport. The Ministry has taken additional measures to strengthen the security of the country's passport following a wide range of scandals in the past which created trust crisis and dampened confidence building. The Passport & Visas Division underwent the following major reforms:

i. **Faster Processing Times:** The Ministry is committed to reducing waiting time for passport and visa applications, ensuring prompt service delivery.

ii. **Online Application & Tracking:** A digital platform will be introduced to allow applicants to track the status of their requests in real-time.

iii. **Improved Security Measures:** Enhanced biometric and verification systems will be implemented to strengthen the credibility of travel documents and prevent fraud.

iv. **Expanded Customer Service Channels:** The Ministry will provide additional customer support through dedicated helplines, email assistance, and in-person service centers.

Two, the Foreign Service Manual (2023) providing comprehensive guidelines for its staff and representatives was updated to reflect best practices and improve the professionalism of Liberia's diplomatic corps. The aim is to improve bilateral and multilateral relationships with foreign nations and international organizations.

Three, the Ministry's policy on honorary consul generals, underwent revision, reducing the number to five, focusing on strategic sectors and locations, and strengthening diplomatic and international engagement.

2.3.2 Service Delivery Charter (2024–2025)

A Service Delivery Charter (2024–2025) (SDC) was launched and serves as a framework to ensure that the Ministry upholds high standards of service. The Charter was developed as part of a broader governance reform under President Boakai's ARREST Agenda for Inclusive Development (AAID). The Service Delivery Charter establishes a clear framework for how

services will be provided to the public in a transparent, efficient, and accountable process. Under this directive, the Ministry, as required of all government institutions, signed a performance contract that guarantees effective and transparent service delivery. This contract sets out key performance indicators, including the publication and implementation of the Service Delivery Charter and the enhancement of operational efficiency within the Passport & Visas Division. Key Objectives of the Service Delivery Charter for the Ministry are listed in Box 3.

Box 3: The Key Objectives of the Charter

1. ***Ensuring Information Accessibility***: The Charter provides clear, comprehensive, and easily accessible information about the services offered by the Ministry, ensuring that the public is well-informed about processes and requirements.

2. ***Establishing Clear Service Commitments***: The Ministry sets transparent expectations regarding service timelines, procedures, and delivery standards, strengthening trust between the government, Liberians, and international stakeholders.

3. ***Enhancing Service Quality and Efficiency:*** The Charter establishes benchmarks for high-quality, timely, and accessible services, aligning the Ministry's operations with international best practices.

4. ***Promoting Professional Development:*** The initiative aims to enhance the skills and competencies of Ministry staff through continuous training and capacity-building programs.

5. ***Strengthening Internal Controls***: The Charter introduces structured mechanisms to improve transparency, accountability, and efficiency in the Ministry's operations.

2.4 The Global Arena and Liberia's Position

2.4.1 Influential Factors

The global environment is marked by a number of influencing events including technological innovation, shifting economic power, geopolitical tensions, and environmental challenges. Emerging economies are reshaping trade and investment, while global issues such as climate change, pandemics, and migration require collective solutions. Five major observations are made:

i. Liberia's foreign policy is significantly shaped by regional political dynamics. Stability in neighboring countries is vital for security and economic integration, while active participation in ECOWAS strengthens Liberia's collective bargaining power. At the global level, alignment with governance norms and engagement in institutions such as the UN enhance Liberia's ability to influence international policies.

ii. Economic diversification remains a pressing priority. Global commodity price fluctuations, trade policies, and investment climates directly impact Liberia's economy. Reliance on foreign aid and debt necessitates strategic partnerships to ensure sustainable growth. Socially, demographic changes and urbanization present opportunities for cultural diplomacy and international cooperation in education, health, and labour migration. Promoting Liberia's cultural heritage can enhance soft power and attract tourism and investment.

iii. Technological advancements offer Liberia pathways to modernization. Embracing digital transformation and fostering innovation through international collaboration can drive growth, while robust cybersecurity measures are essential to safeguard national interests.

iv. Legal compliance with international treaties, trade agreements, and human rights standards is critical for Liberia's credibility and diplomatic standing. These frameworks shape Liberia's economic interactions and influence its relationships with global partners.

v. Environmental challenges such as climate change and biodiversity loss require Liberia to adopt sustainable practices and engage in international climate action. Preparedness for natural disasters and commitment to sustainability are central to Liberia's resilience and foreign policy agenda.

The complex nature of these influencing, yet challenging, global events is outlined in Box 4.

Box 4: Nature of the Influencing Yet Challenging Global Events

Geopolitical Shift
Multipolarity: The rise of China, India, and other emerging economies gaining influence requires Liberia to balance its diplomatic relationships strategically ***Regional Integration***: Initiatives including the African Continental Free Trade Area (AfCFTA) offer opportunities for trade, investment, and growth through African partnerships.
Economic Trends

Digital Economy: Adoption of digital technologies can integrate Liberia into global value chains reshaping trade and investment. ***Sustainable Finance***: ESG-focused investments present opportunities for Liberia to attract green financing through transparent governance and environmental projects**.**
Social Developments
Migration: Trends in the movements of people affect labor markets, demographics, diaspora remittances when effectively managed. ***Health***: Strengthening healthcare systems and engaging in global health initiatives is vital for resilience against pandemics.
Technological Advancements
Innovation Hubs: Global tech ecosystems offer Liberia opportunities to attract investment and foster innovation. ***Cybersecurity***: International cooperation on cybersecurity standards is essential to protect infrastructure and maintain trust in digital systems.
Legal and Regulatory Changes
Trade Regulations: Liberia must adapt to evolving shifts in global trade regulations and standards to remain agile in negotiations and secure favorable terms. ***Human Rights***: Commitment to governance and rights enhances Liberia's diplomatic standing and effective participation on the global stage.
Environmental Challenges
Climate Action: Active participation in climate agreements strengthens resilience and international support. ***Biodiversity:*** Liberia's rich ecosystems create opportunities for eco-tourism and conservation partnerships

2.4.2 Call to Action for Effective Rebranding and Repositioning

By understanding and adapting to these trends and developments, Liberia can effectively position itself in the global arena, leverage opportunities for growth and development, address challenges, and mitigate risks through strategic foreign policy initiatives. Liberia, with its strategic location, natural resources, and cultural heritage, present opportunities to engage meaningfully and derive mutual benefits from the engagement. Yet, challenges in infrastructure, human capital constraints, and economic diversification remain, must be addressed to unlock vast hidden development potentials within the country.

A proactive, adaptive foreign policy is essential to position Liberia as resilient and influential. The Ministry of Foreign Affairs, as an agent for advancing national interests and enhancing Liberia's global standing, will play a pivotal role in navigating these external factors. But first it must understand and appreciate national and international stakeholders' needs and expectations. The essential stakeholders include Government agencies, private sector actors, civil society, academic institutions, international organizations, foreign governments, development partners and multinational corporations. Their respective needs and expectations are outlined in Box 5.

Box 5: Stakeholder Needs and Expectations

Stakeholder	Needs	Expectations
Government Agencies	Effective coordination, clear communication, and alignment of policies and initiatives	Support for national development goals, efficient resource allocation, and regular updates on international engagements
Private Sector	Stable economic environment, access to international markets, investment incentives, and regulatory support.	Transparent policies, advocacy for trade and investment opportunities, and protection of business interests.
Civil Society	Inclusion in policy-making processes, funding, capacity-building support, and advocacy for social justice and human rights.	Government accountability, transparency, and effective implementation of social and environmental policies.
Academic Institutions	Collaboration on research and innovation, funding for academic programs, and access to international academic networks.	Support for educational initiatives, inclusion in policy research, and opportunities for international partnerships.
International Organizations	Effective collaboration on global and regional initiatives, compliance with international agreements, and active participation in multilateral forums.	Commitment to international norms and standards, constructive engagement in global issues, and transparency in reporting.
Foreign Governments	Stable diplomatic relations, mutual economic and security interests, and cooperation on global challenges.	Respect for bilateral agreements, adherence to international laws, and proactive diplomacy.
Development Partners	Effective implementation of funded projects, accountability, and measurable impact.	Transparent use of funds, regular progress reports, and alignment with development objectives.

Multinational Corporations	Favorable investment climate, protection of investments, and access to resources.	Predictable regulatory environment, support for corporate social responsibility (CSR) initiatives, and fair business practices

2.4.3 Engagement Strategies to Align Stakeholder Interests with Strategic Goals

By implementing several engagement strategies, the Ministry of Foreign Affairs will foster a collaborative environment where all stakeholders are actively involved in and supportive of Liberia's strategic goals. This collaborative approach will enhance the effectiveness of Liberia's foreign policy, drive sustainable development, and strengthen the nation's global standing. Box 6 outlines appropriate strategies to be deployed to properly engage and align stakeholders' interest with national and global goals together with their corresponding outcomes.

Box 6: Stakeholder Engagement Strategies and Outcomes

Stakeholder	Strategy	Outcome
Government Agencies	Establish inter-ministerial committees for coordinated policy implementation, conduct regular briefings and consultations, and create joint task forces for specific initiatives.	Enhanced policy coherence, efficient resource utilization, and aligned national development efforts.
Private Sector	Develop public-private partnerships (PPPs), offer investment incentives, and organize trade missions and investment forums	Increased private sector investment, job creation, and economic growth
Civil Society	Engage civil society in policy dialogues, provide capacity-building support, and ensure transparency in policy-making processes.	Strengthened social accountability, inclusive development, and enhanced human rights protection.
Academic Institutions	Foster research partnerships, provide funding for academic projects, and facilitate international academic exchanges	Advanced research and innovation, improved educational outcomes, and stronger policy research capabilities.

International Organizations	Actively participate in international forums with international agreements and collaborate on global initiatives.	Strengthened international relations, increased support for national initiatives, and enhanced global standing.
Foreign Governments	Maintain regular diplomatic engagements, negotiate mutually beneficial agreements, and collaborate on global and regional issues.	Stable diplomatic relations, mutual security, economic benefits, and effective international cooperation
Development Partners	Ensure transparent project management, provide regular progress updates, and align projects with national priorities.	Continued financial and technical support, successful project implementation, and measurable development impact.
Multinational Corporations	Create a stable and predictable regulatory environment, offer investment protections, and support corporate social responsibility (CSR) initiatives.	Increased foreign direct investment, sustainable development projects, and improved international business reputation.

To effectively align stakeholder interests with strategic goals, the Ministry of Foreign Affairs will implement a comprehensive engagement strategy that includes those listed in Box 7.

Box 7: Stakeholders Engagement Strategies

Regular Consultations and Briefings
➢ Hosting regular meetings, briefings, and consultations with all stakeholders to ensure open communication and transparency. ➢ Establishing feedback mechanisms to incorporate stakeholder input into policymaking and implementation.
Public-Private Partnerships (PPPs)
➢ Developing and promoting PPPs to leverage private sector expertise and resources for public projects. ➢ Encouraging joint ventures and collaborations between domestic and international businesses.
Capacity Building and Support
➢ Providing training, capacity-building programs, and technical assistance to government agencies, civil society, and academic institutions. ➢ Ensuring stakeholders have the necessary resources and skills to contribute effectively to national development goals.
Information Sharing and Transparency

➢ Creating platforms for information sharing, such as newsletters, websites, and social media channels. ➢ Ensuring transparency in all dealings, particularly in areas of funding, project implementation, and policy decisions.
International Collaboration
➢ Actively participating in international forums, conferences, and negotiations to represent Liberia's interests. ➢ Building strong alliances with international partners to address global challenges and pursue shared goals.
Monitoring and Evaluation
➢ Establishing monitoring and evaluation frameworks to assess the impact of policies and initiatives on stakeholders. ➢ Regularly reviewing and adapting engagement strategies based on stakeholder feedback and changing circumstances.

2.5 Plan Alignment with Relevant Frameworks

2.5.1 Alignment with ARREST Agenda

The strategic framework provides a structured approach for addressing the country's developmental challenges, guiding resource allocation, and promoting sustainable economic growth. The strategy is coherent, inclusive, and sustainable. It (a) provides a clear roadmap for achieving long-term economic transformation; (b) guides policy formulation, resource mobilization and allocation; (c) promotes transparency and accountability; and (d) ensures that Liberia's development efforts are aligned with its national priorities and responsive to both domestic challenges and global opportunities. The AAID has six development pillars all of which are of interest to the work of the Ministry of Foreign Affairs: Economic Transformation pillar; Infrastructural Development pillar; Rule of Law pillar namely: Governance and Anti-Corruption pillar; Environmental Sustainability pillar; and the Human Capital Development pillar. It identifies key development challenges and presents prescriptions that link peace and stability to inclusive, sustained economic growth, transformation, and human national development priorities.

The Ministry of Foreign Affairs' mandate is deeply intertwined with the AAID, ensuring that Liberia's foreign policy and international engagement directly support the ARREST Agenda for Inclusive Development (2025-2029). The AAID is built on a foundation of inclusiveness, sustainability, justice, equality, transparency and accountability. The strategic goal is to

contribute to Liberia's transition from low-income to a lower middle-income country by creating a vibrant economy in which more than half of the working population is employed in the formal sector, and per capita income exceeds US$1,000 in line with the Liberian Vision 2030.

This alignment is reflected in both strategic objectives and operational activities contained in this strategic framework, making the Ministry a key driver in achieving the AAID's vision for a prosperous, inclusive, and sustainable Liberia. In addition, the mandate and activities of the Ministry, are in direct support of the six development pillars of the AAID as mapped out in Box 8.

Box 8: Alignment of the Foreign Ministry Mandate with Liberia's AAID

AAID Pillars	Foreign Ministry Mandate
Economic Transformation	The Ministry leverages economic diplomacy to attract foreign direct investment (FDI), facilitate trade, and foster partnerships that support local production, industrialization, and export growth.
Infrastructural Development	Through diplomatic engagement, the Ministry seeks international support for infrastructure projects and modernization of diplomatic facilities.
Rule of Law	The Ministry's commitment to updating legal frameworks and promoting good governance aligns with AAID's focus on justice and legal reform.
Governance and Anti-Corruption	Transparency, accountability, and anti-corruption are core values in both the Ministry's operations and the AAID.
Environmental Sustainability	The Ministry participates in global environmental agreements and climate diplomacy, supporting AAID's sustainability goals.
Human Capital Development	The Ministry promotes capacity building, professional development, and gender equality, directly supporting AAID's human capital pillar.

2.5.2 Alignment with the Ministry Economic Diplomacy Strategy

The strategic plan delivery efforts are heavily depended upon the successful execution of strategies and programs contained in the Ministry's Economic Diplomacy Policy Framework (EDPF). This framework is visionary, ambitious, doable, and positions Liberia's foreign policy as a primary vehicle for national economic advancement and stability. EDPF aims to, among other objectives, promote policies and partnerships that yield lasting economic growth and social development. It basically (a) redefines Liberia's diplomatic engagement with the global community in supporting the country's development choices; (b) identifies

clearly the nation's long-term goals, policies and programs for economic growth; and (c) advances diplomatic interventions for effective regional and global cooperation and partnership.

Operationally, the economic diplomacy policy provides the foundation, vision, and momentum needed to catapult Liberia into a new era of growth, trade competitiveness, and international prominence. It is the engine for mobilizing the necessary financial, technical, and human resources needed to achieve Liberia's development goals. The targeted result of this policy is two-fold:

i. Strategically realign Liberia's foreign policy priorities, institutions, embassies, and global partnerships through proactive engagement, effective advocacy, and dialogue with key bilateral and multilateral stakeholders.

ii. Ensure investment flows, technological transfer, the promotion of technical advancement, and the deepening of development cooperation, as Liberia transitions from traditional diplomacy to a more transactional, dynamic, and mutually beneficial trade and investment paradigm.

As a cornerstone of Liberia's long-term economic strategy, several priority economic development sectors should occupy central positions within the Ministry's Economic Diplomacy Policy. Liberia's diplomatic missions and embassies will, in collaboration with relevant sector agencies, actively promote critical development areas including those listed in Figure 2 below.

Figure 2: Priority Economic Development Areas



Furthermore, in a rapidly evolving global economy, Liberia must remain agile, adapting to shifting market dynamics and emerging diplomatic opportunities. EDPF recognizes that sustainable development cannot be pursued in isolation; it must be anchored in reciprocal partnerships that generate measurable value for all stakeholders. Reciprocity is, ensuring that partnerships are not one-sided but built on shared interests and mutual gain.

Therefore, to rebrand and reposition Liberia in the global stage, the Ministry's overall strategy must incorporate and be in alignment with the national economic diplomacy strategy. The framework provides the link and proposes a roadmap for strengthening and utilizing Liberia's diplomatic capabilities and relationships to enhance and advance the nation's economic and development interests—facilitating trade, investment, technology transfer, and effective and sustainable partnerships. For greater impact, Liberia foreign policy must

incorporate interventions that will lead to an essential shift from traditional diplomacy and international protocols, to one focused on gaining economic growth, social transformation and national prosperity. This is where the alignment of the policy and the economic diplomacy strategy become a useful diplomatic tool to mobilize private investment and facilitate innovation, leveraging international partnerships and coordinated engagement.

2.5.3 Alignment with Regional, Continental, and Global Frameworks

Recent strategic planning documents from Liberia's Ministry of Foreign Affairs rightly emphasize the need to align national foreign policy and strategies with regional, continental and global development frameworks. This strategic plan outlook, strategies, and programs are specifically aligned with the MRU, ECOWAS 2050 vision, AU agenda 2063, UN SDGs, and the Doha Program of Action. Description of where and how, are summarized in Box 9.

Box 9: MoFA Plan Alignment with Regional, Continental and Global Frameworks

Organization	Description
The Mano River Union	The Mano River Union's mandate is to build a peaceful, stable, and prosperous sub-region through cooperation in economic, social, security, and governance domains in Liberia, Sierra Leone, Guinea, and Cote d'Iviore. The Ministry's plan is aligned with the mandate and a direct response to the Union's four main pillars in its strategic plan: (i) Institutional Revitalization and Restructuring; (ii) Peace and Security; (iii) Economic Development and Regional Integration; and (iv) Social Development.
ECOWAS 2050 Vision and Strategic Plan	The Liberia's Foreign Affairs policies and strategies are in line with ECOWAS Vision 2050 which calls for deep regional integration, people-centered development, and a renewed focus on governance, economic growth, and social equity. MoFA mandate is concerned with all five pillars of Vision 2050: (i) Peace, Security, and Stability; (ii) Governance and Rule of Law; (iii) Economic Integration and Interconnectivity; (iv) Transformation, Inclusive and Sustainable Development; and (v) Social Inclusion. Annex I gives a template for an effective alignment strategic framework.

The African Union Agenda 2063	The Ministry's mandate is anchored in all four core priorities of the African Union: Political Affairs; Peace and Security; Economic Integration and Africa's Global Representation and Voice. The AU strategic framework envisions "an Africa of good governance, democracy, respect for human rights, justice and the rule of law," and "a peaceful and secure Africa."
UN SDGs	The Ministry of Foreign Affairs' mandate is deeply aligned with the UN SDGs, both in its strategic objectives and in the design of its programs and partnerships. The agenda provides a structured approach to achieving the Sustainable Development Goals (SDGs). The MoFA plan aligns well with the 17 United Nations Sustainable Development Goals (SDGs) elaborated in Annex II particularly for promoting peaceful and inclusive societies (16) and strengthening global Partnerships (17).
The Doha Program of Action	The Doha Program of Action (DPoA) for Least Developed Countries (LDCs) 2022-2031 is a global framework adopted at the Fifth United Nations Conference on the Least Developed Countries (LDC5) in Doha. The aim is to support LDCs in achieving structural transformation, sustainable development, and integration into the global economy. It sets out renewed commitments between LDCs and their development partners, focusing on six key areas: (i) investing in people; (ii) science, technology and innovation; (iii) structural transformation: (iv) international trade and regional integration; (v) climate change and resilience; and (vi) global partnerships and solidarity. The plan seeks to maximize Liberia development potential while advocating LDC priorities at the UNSC and other international platforms, ensuring that the DPoA's objectives are reflected in global policy dialogues and resource mobilization efforts.

III. THE MINISTRY OF FOREIGN AFFAIRS

3.1 Foundational Context

3.1.1 Vision Statement

The Vision of the Ministry of Foreign Affairs is a Republic of Liberia positioned and engaging as a respected leader in global diplomacy, influential, innovative, and committed to upholding democratic values, economic diplomacy, and human rights at home and on the global stage fostering and driving sustainable development, international cooperation, and promoting peace and security.

3.1.2 Mission Statement

The Mission of the Ministry of Foreign Affairs is to advance and safeguard Liberia's national interests by fostering robust diplomatic relationships, promoting international cooperation, and ensuring the effective representation of Liberia on the global stage, fully dedicated to driving sustainable development, enhancing economic growth, and upholding the principles of peace, security, and human rights.

3.1.3 Core Values

The core values of the Ministry of Foreign Affairs are guided by six basic principles that are the bedrock of the Ministry's operations and decision-making processes, ensuring highest standards in the provision of diplomatic services are upheld. These are:

i. ***Integrity:*** Upholding the highest ethical standards in all our interactions and commitments. We believe in honesty, fairness, and consistency, ensuring that our actions are guided by strong moral principles.

ii. ***Transparency:*** Promoting openness and clarity in our operations and communications. We are committed to providing accurate and timely information to our stakeholders, fostering trust and accountability.

iii. ***Accountability:*** Taking responsibility for our actions and decisions. We are dedicated to being answerable to the Liberian people, the government, and our international partners, ensuring that our conduct meets the highest standards of professionalism and integrity.

iv. ***Efficiency:*** The ministry efficiency principle is rested on its determination to produce desired results at the lowest possible cost while eliminating deadweight loss and resource misallocation, towards achieving the greatest national benefits.

v. ***Excellence:*** Striving for the highest level of performance and quality in all our endeavors. We are committed to continuous improvement, innovation, and the pursuit of excellence in our diplomatic and administrative functions.

3.1.4 Mandate and Responsibilities

The mandate of the Ministry of Foreign Affairs is to (a) advance and safeguard Liberia's national and global interests; (b) maintain national security and territorial integrity; and (c) promote regional and global peace. The scope of the entrusted responsibility in carrying out the mandate is highlighted in Box10 below, and the associated organigram to carry out these responsibilities is illustrated in Annex III.

Box 10: The Ministry's Responsibilities and Key Interventions

Responsibilities	Interventions
Managing diplomatic relations	Overseeing Liberia's relationships with other countries and international organizations.
Promoting international cooperation	Building partnerships and alliances to support Liberia's development and global standing.
Representing Liberia globally	Ensuring effective representation in international forums, negotiations, and multilateral organizations.
Driving sustainable development	Supporting economic growth, trade facilitation, and foreign direct investment through diplomatic channels.
Upholding peace, security, and human rights	Advocating for national security, territorial integrity, and the principles of peace and human rights.
Providing consular services	Serving Liberians and foreign nationals with essential consular support
Modernizing legal and administrative frameworks	Updating laws, automating systems, and digitizing records to improve efficiency and transparency.
Promoting gender equality	Integrating gender-responsive policies and supporting women's leadership in diplomacy.
Showcasing Liberia's cultural heritage	Enhancing cultural diplomacy and people-to-people exchanges to strengthen Liberia's global image.

3.2 Situation Analysis of the Ministry's Potentials

The situation SWOT analysis of the Ministry of Foreign Affairs, gathered views from stakeholders in the home office and missions, reveals a complex landscape of strengths, weaknesses, opportunities, and threats. Despite its strengths and opportunities, the Ministry suffers some elements of weaknesses as highlighted in Box 11 below. The Ministry of Foreign Affairs can strategically enhance its diplomatic effectiveness and contribute to Liberia's overall development and international standing if the weaknesses and threats are adequately addressed, and the strengths and opportunities properly leveraged. Consequently, to effectively and efficiently derive the objectives and benefits of the plan, the Ministry should be guided by paying keen attention to and building on the identified strengths, improving on the weaknesses, seizing the available opportunities, and being mindful and careful of the threats.

Box 11: MOFA's SWOT Analysis

Strengths	Weaknesses
Diplomatic Heritage: The Ministry of Foreign Affairs has a rich diplomatic history, which is detailed in a subsequent chapter, with Liberia being a founding member of the United Nations and the African Union. This heritage provides a strong foundation for international legitimacy and influence.	**Limited Resources**: The Ministry operates with constrained financial and technical resources, which hampers its ability to execute comprehensive diplomatic initiatives and maintain international missions.
Strategic Location: Liberia's geographic position on the West African coast offers strategic maritime trade and regional diplomacy advantages, positioning the Ministry to foster strong regional ties.	**Infrastructural Deficits**: Inadequate infrastructure, including outdated embassy facilities and limited technological resources characterized by the absence of websites and a comprehensive database of embassies, consulates, and ministry employees, affects the efficiency of diplomatic operations.
Established International Relationships: The Ministry has well-established relationships with key international partners, including the United States, the European Union, and regional bodies like ECOWAS, facilitating cooperation and support.	**Capacity Gaps**: Lack of continuous professional development and training opportunities for diplomatic staff, leading to potential skill and knowledge gaps. Poor work ethics, driven by low salaries, emerged as a significant issue.

Experienced Diplomatic Corps: The Ministry has a cadre of experienced diplomats and foreign service officers who can effectively represent Liberia's interests abroad.	**Bureaucratic Inefficiencies**: Internal bureaucratic challenges and slow administrative processes can hinder timely decision-making and responsiveness.
Cultural Diplomacy: Liberia's diverse cultural heritage can be Leveraged to promote cultural diplomacy and enhance international cultural exchanges.	**Corruption:** Susceptibility to corruption and lack of transparency can undermine the Ministry's credibility and effectiveness
Strong Leadership Team: A strong, dedicated and experienced leadership team, and a commitment to the core values of the ministry provides opportunities for bolstering its service delivery	**Policy Deficiency**: Absence of well-defined and coherent foreign policy frameworks can lead to inconsistent diplomatic strategies and objectives.
Leadership Role: The Ministry's leadership role provides significant leverage, allowing for proximity and direct access to the highest authority in the country, which can be advantageous in diplomatic and administrative matters.	**Poor Coordination:** Lack of effective coordination between the Ministry and other government agencies, as well as within the Ministry itself, can result in fragmented and inefficient diplomatic efforts.
	Limited Technology Use: Limited technological tools can lead to: reduction in the efficiency and productivity of the personnel; increased workload and slower task completion; inefficient data management systems with heavy reliance on paper-based records or outdated digital systems; inefficient management of employee records, payroll, benefits, and performance evaluations; inefficient handling of budgeting, accounting, and financial reporting even though manual processes are prone to errors and can be time-consuming; and bottlenecks in procurement processes that lead to delays in acquiring necessary goods and services, affecting the Ministry's operations.
	Outdated Protocol Guide, HR Manual, Procurement and Financial Policy, and Database: The Ministry relies on outdated protocol guides, human resources manuals, procurement and financial policies, which can lead to inefficiencies, inconsistencies, and reduced effectiveness in diplomatic operations and administrative processes. Limited skilled and qualified personnel, as well as inadequate working tools, including insufficient

	computers, internet connectivity, and other logistical support hampered Service delivery and adequate representation abroad.
	Demotivated Staff: ***Low Salaries***: When employees feel that they are not being fairly compensated for their work, it can lead to feelings of undervaluation and dissatisfaction. Low salaries may make employees feel unappreciated for their efforts and skills, leading to a lack of motivation to perform at their best, decreased productivity, increased turnover rates, and a negative impact on overall morale within the organization. ***Limited Opportunities*** for Advancement: A lack of opportunities for career growth and development can also demotivate employees. The absence of a merit system specifically affected employees' career mobility, leading to dissatisfaction and a lack of motivation. When employees feel that there are no prospects for advancement or that their hard work will not be recognized or rewarded, they may become disengaged and less committed to their roles. This can lead to a decrease in job satisfaction and a higher likelihood of employees seeking opportunities elsewhere.
Opportunities	**Threats**
Growing International Support: Increasing international aid and partnerships provide opportunities for the Ministry to enhance its diplomatic efforts and development projects. The Ministry's friendly relations and cooperation with other nations present significant diplomatic and strategic advantages. There are ample opportunities for training and capacity building overseas, which can further enhance the skills and competencies of the Ministry's staff.	**Regional Instability**: Political and social unrest in neighboring countries can impact Liberia's diplomatic missions and regional stability.
Untapped Diplomatic Markets: Potential abounds to strengthen diplomatic ties with emerging economies and non-traditional partners in Asia, Latin America, and the Middle East.	**Economic Dependency**: Heavy reliance on a few economic sectors makes Liberia vulnerable to global economic fluctuations, which can affect the Ministry's budget and resources. The most pressing threat is the inadequacy of financial and material resources, as highlighted in the budget presentation by the Division of Financial Affairs. Frequent and regular interruptions of electricity supply further exacerbate the issues.

Regional Integration: Active participation in regional organizations like ECOWAS presents opportunities for Liberia to play a more significant role in regional diplomacy and integration initiatives.	**Climate Change**: Environmental challenges and natural disasters can strain national resources and impact Liberia's international commitments and image.
Technological Advancements: Adoption of digital diplomacy and modern communication technologies to enhance diplomatic outreach and efficiency.	**Health Crises:** Epidemics and pandemics can disrupt diplomatic activities and strain the Ministry's operational capacity.
Capacity Building: Opportunities for professional development and capacity-building programs through international partnerships and training initiatives.	**Security Threats**: Internal conflicts, crime, and potential terrorism pose risks to the safety of diplomatic personnel and the stability of diplomatic missions.

In addition, an external environment analysis (PESTLE) was carried out, with focus on key elements as outlined and findings synthesized in Annex IV. The Nature of the external factors impact on Liberia's Foreign Policy is reflected in the following table.

Table 1: Impact of External Factors on Liberia's Foreign Policy

External Factors	Nature of the Impact
Political	Liberia's foreign policy is closely tied to regional dynamics. Stability in neighboring states is vital for security and integration. Active participation in ECOWAS strengthens collective bargaining power, while engagement in global governance through the UN enhances Liberia's diplomatic influence.
Economic	Global economic fluctuations, especially in commodity markets, directly affect Liberia's stability. Diversification beyond natural resources is essential. Reliance on aid and debt necessitates strategic partnerships to ensure sustainable development.
Social	Demographic shifts present opportunities and challenges. Cultural diplomacy and public diplomacy can enhance Liberia's image, attract investment, and strengthen ties. International cooperation in education, health, and migration is critical for social stability.
Technological	Rapid technological change offers Liberia opportunities to modernize and compete globally. Embracing digital transformation and fostering innovation through international collaboration can drive growth. Cybersecurity remains a key priority for national security.

Legal	Adherence to international law and treaties strengthens Liberia's diplomatic credibility. Trade agreements expand economic opportunities, while commitment to human rights bolsters international partnerships.
Environmental	Climate change, deforestation, and biodiversity loss demand sustainable practices and global cooperation. Disaster preparedness and resilience are integral to Liberia's foreign policy and long-term development.

3.3 Challenges Facing the Liberian Ministry of Foreign Affairs

3.3.1 Overview

Significant challenges exist including limited use of modern technology, poor work ethics due to low salaries, obsolete laws and policies, lack of strategic planning, inadequate resources, lack of a merit system, and poor intra-ministry communication. The Ministry also faces challenges in projecting Liberia's image positively, with poor representation in print, electronic, and social media outlets. The limited or absent resident representation in strategic global regions poses another significant threat. Additionally, there is a concerning lack of interest in employee welfare, evidenced by the absence of insurance policies for home office employees and foreign service officers. The socioeconomic impact of the coronavirus pandemic (COVID-19) continues to be a destabilizing factor. Finally, the lack of periodic rotation and timely retirement of Foreign Service Officers. The cumulated effect of these challenges hampers the Ministry's operational efficiency and effectiveness.

3.3.2 Institutionalizing Passport Security and Integrity

One of the most pressing issues is the security surrounding Liberian passports. The Ministry has acknowledged the need to enhance security and intelligence systems, particularly in vetting and issuing diplomatic passports. Allegations of diplomatic passport sales in previous administrations have increased scrutiny, prompting the current leadership to redesign the passport and strengthen collaboration with the National Security Agency. These steps, which present major challenges, are aimed at restoring trust and preventing misuse of travel documents.

3.3.3 Diplomatic Reputation and International Relations

Liberia's image abroad has faced challenges due to past diplomatic missteps and internal governance issues. The Ministry is actively working to cleanse Liberia's troubled image and

build sustainable, mutually beneficial alliances. This includes efforts to host ECOWAS institutions, which could boost local employment and regional influence. The Ministry's leadership has also focused on strengthening bilateral and multilateral relations, advocating for Liberia's interests in organizations like the United Nations and African Union. The current locations where efforts will be mounted to have Liberia's image enhanced are listed in Annex V.

3.3.4 Capacity and Resource Constraints

Effective diplomacy requires skilled personnel and adequate resources. The Ministry has faced limitations in both areas, impacting its ability to deploy foreign service officials and manage international missions. Legislative hearings have highlighted the need for capacity building, improved training, and better resource allocation to ensure the Ministry can fulfil its mandate.

3.3.5 Economic Development and Foreign Investment

Attracting foreign investment is a key priority, but Liberia's economic challenges—such as infrastructure deficits and limited market access—complicate these efforts. The Ministry is working to promote Liberia as a viable investment destination, but success depends on broader improvements in governance, stability, and regulatory frameworks.

3.3.6 Regional Stability and Cross-Border Issues

Liberia's foreign policy is shaped by the political climate of West Africa. Strong ties with neighbouring states and regional organizations such as ECOWAS are essential for peace and security. Liberia's foreign policy must consequently address regional security concerns, including cross-border crime and instability in neighbouring countries. The Ministry is engaged in collaborative efforts with ECOWAS and other partners to strengthen regional cooperation and address these shared challenges.

IV. PLAN OBJECTIVES, PRIORITIES AND OUTPUTS

4.1 Elements of the Plan

4.1.1 Focus and Scope of the Strategic Plan

The "Strategic Plan for the Ministry of Foreign Affairs (2025-2029)" aims to provide a clear and actionable roadmap for enhancing Liberia's international standing and influence. It seeks to (a) align the Ministry's efforts with national priorities outlined in the ARREST Agenda for Inclusive Development (AAID); (b) optimize diplomatic engagement; and (c) foster global economic, cultural, and political ties. By addressing current challenges and leveraging opportunities, the strategic plan intends to position Liberia as a proactive and influential player on the world stage, contributing to global peace, security, and prosperity. To accomplish its goal, the plan focuses on achieving seven (7) objectives and thirty (30) priority projects, undertaking one hundred and thirty-four (134) strategic activities. These interventions are designed to elevate Liberia's international profile and foster sustainable development by *rebranding and repositioning Liberia in global affairs*.

4.1.2 The Plan Strategic Goal

The strategic goal of the Five-Year Strategic Plan for the Ministry of Foreign Affairs (2025-2030) is to *transform Liberia's diplomatic image into a pivotal and influential player in global affairs*. By leveraging its historical legacy, geographic advantages, and cultural richness, Liberia aims to upscale and consolidate a resilient and dynamic international presence during the planned period. The Ministry accordingly seeks to foster strong diplomatic relationships, promote sustainable development, and enhance economic opportunities, positioning Liberia as a beacon of peace, innovation, and cooperation on the world stage.

4.1.3 Key Priorities

The strategic plan identifies several key priorities to achieve its purpose and mission. Focusing on these strategic priorities, the Ministry of Foreign Affairs is poised to create a robust approach to rebrand and reposition Liberia by advancing Liberia's national interests, and contributing to global stability and prosperity. The key priorities are:

i. ***Strengthening Diplomatic Networks***: Expand and deepen Liberia's diplomatic presence by opening new embassies in strategic locations and enhancing existing missions. This includes increasing participation in international organizations and regional bodies.

ii. ***Promoting Economic Diplomacy***: Utilize Liberia's diplomatic resourcefulness and relationships to enhance and advance Liberia's economic interests—facilitating trade, investment, technology transfer, and effective and sustainable partnerships.

iii. ***Safeguarding Gender Equality***: Implement a feminist foreign policy approach that promotes gender equality by addressing the roles of women and men equally in diplomatic efforts and decision-making processes.

iv. ***Enhancing Cultural Diplomacy***: Launch initiatives to promote Liberia's cultural heritage internationally, including cultural festivals, arts exchanges, world Expos, and educational programs.

v. ***Undertaking Peace and Security Initiatives***: Work towards global peace and security by supporting systems and initiatives that promote sustainable peace within the Mano River Union basin, ECOWAS, Africa, and globally.

vi. ***Building Institutional Capacity:*** Invest in the Ministry's infrastructure, technology, and human resources to improve efficiency and effectiveness, with focus on policy reform, training programs, digital transformation, and enhancing inter-agency coordination.

4.2 Plan's Strategic Objectives

Seven operational strategic objectives are programmed to be met at the end of the plan implementation period. They are:

i. ***Strategic Objective 1:*** To Strengthen bilateral and multilateral relationships to promote Liberia's interests and influence in international fora.

ii. ***Strategic Objective 2:*** To attract direct foreign investment, strengthen trade and investment promotion, and cultivate economic partnerships in support of the ARREST Agenda for Inclusive Development (AAID) and the UN Sustainable Development Goals (SDGs).

iii. ***Strategic Objective 3:*** To promote tourism, and enhance mutual understanding and cooperation by showcasing Liberia's rich cultural heritage and promoting people-to-people exchanges.

iv. ***Strategic Objective 4:*** To advance global peace and security by bolstering systems and initiatives that foster sustainable peace within the Mano River Union basin, the Economic Community of West African States (ECOWAS), Africa, and worldwide.

v. ***Strategic Objective 5:*** To enhance Liberia's image abroad by constructing new embassies and upgrading old infrastructure, building human and institutional capacities, and rotating diplomats.

vi. ***Strategic Objective 6***: To promote gender equality through a feminist foreign policy that addresses the roles of women and men with equality.

vii. ***Strategic Objective 7:*** To modernize the Ministry's legal and administrative framework by reviewing and updating all laws and policy documents, automating financial and human resource management systems, and digitizing files into a secure internet-based data management system.

4.3 Expected Outputs and Results

Thirty-six (36) outputs are expected to be derived from the plan execution. Box 12 below specifies the expected outputs to meet the plan's respective strategic objectives.

Box 12: Expected Outputs by Strategic Objectives

Strategic Objective 1: *Strengthening bilateral and multilateral relationships to promote Liberia's interests and influence in international fora*
1. Increased number of bilateral treaties and agreements that align with Liberia's national interests. 2. Enhanced presence and active participation of Liberia in key international organizations and summits. 3. Positive shifts in international perceptions and recognition of Liberia's contributions to global issues. **4.** Strengthened alliances and partnerships with influential countries and blocs, leading to greater support for Liberia's initiatives in international fora, **5.** Improved trade, security, and diplomatic cooperation resulting from strengthened relationships.

***Strategic Objective 2**: Attracting direct foreign investment, strengthening trade and investment promotion, and cultivating economic partnerships in support of the ARREST Agenda for Inclusive Development (AAID) and the UN Sustainable Development Goals*
1. Increased engagement platforms to promote foreign direct investment (FDI) inflows, contributing to economic growth and job creation. 2. Removed trade barriers through enhanced trade facilitation and promotion measures. 3. Established strategic economic partnerships that advance the AAID and SDGs. 4. Effective joint ventures and projects with international investors and partners developed and being executed. **5.** Enhanced infrastructure and capacity to support sustainable economic development and inclusive growth.
***Strategic Objective 3**: Promoting tourism, and enhancing mutual understanding and cooperation by showcasing Liberia's rich cultural heritage and promoting people-to-people exchanges*
1. Increased international awareness and appreciation of Liberia's cultural heritage through global cultural events and exchanges. 2. Viable cultural exchange programs initiated and ongoing to foster mutual understanding and long-lasting relationships between Liberia and other nations. 3. Strengthened ties with the Liberian diaspora, enhancing their role in promoting Liberia's culture and interests abroad. 4. Increased bilateral cultural agreements and partnerships with at least 4 countries that support cultural diplomacy.
***Strategic Objective 4:** Advancing global peace and security by bolstering systems and initiatives that foster sustainable peace within the Mano River Union basin, the Economic Community of West African States (ECOWAS), Africa, and worldwide*
1. Promote peace and stability within the Mano River Union basin and ECOWAS region. 2. Liberia's active participation and leadership in regional and international peacekeeping missions and initiatives. 3. Strengthened regional cooperation mechanisms for conflict prevention, management, and resolution. 4. Liberia recognized as a key player and contributor to global peace and security efforts. 5. Facilitate sustainable peacebuilding projects and policies with measurable impact.
***Strategic Objective 5**: Enhancing Liberia's image abroad by constructing new embassies and upgrading old infrastructure, building human and Institutional capacities, and rotating Diplomats*
1. Modernized and well-maintained diplomatic facilities and infrastructure to project a positive image of Liberia. 2. Enhanced skills and competencies of diplomats through continuous training and professional development programs. 3. Rotation of diplomatic staff rotated to ensure fresh perspectives and adaptability to changing international dynamics. 4. Improved efficiency and effectiveness of Liberia's diplomatic missions in achieving foreign policy goals.

***Strategic Objective 6**: Promoting gender equality through a feminist foreign policy that addresses the roles of women and men with equality*
1. Implementation of gender-responsive policies and practices across all aspects of Liberia's foreign policy. 2. Increased representation and participation of women in diplomatic and international decision-making roles. 3. Enhanced international cooperation on gender equality initiatives and the promotion of women's rights. 4. Positive impact on gender equality and women's empowerment in Liberia and partner countries. 5. Liberia as a leader in promoting gender equality through its foreign policy approach recognized.
***Strategic Objective 7:** Modernizing the Ministry's legal and administrative framework by reviewing and updating all laws and policy documents, automating financial and human resource management systems, and digitizing files into a secure internet-based data management system*
1. Enhanced service delivery to the public, with streamlined processes and improved efficiency, leading to faster and more reliable outcomes. 2. Strengthened institutional capacity, promoting a culture of continuous improvement and innovation within the Ministry. 3. Increased efficiency and accuracy in financial and human resource management through reduced manual processing and minimized errors. 4. Improved decision-making capabilities with real-time access to financial and HR data, enabling proactive management and strategic planning. 5. Enhanced accessibility and retrieval of documents, reducing time spent on manual searches and increasing productivity. 6. Improved data security and integrity, with robust encryption and access controls protecting sensitive information from unauthorized access or data breaches. 7. Physical storage requirements and associated costs reduced, contributing to a more sustainable and eco-friendlier administrative environment.

V. PRIORITY PROJECTS AND ACTIVITIES

5.1 Strengthen Bilateral and Multilateral Relationships

The focus is to promote multilateral relationships promote Liberia's interests and influence in international fora. This objective recognizes the critical role of diplomacy plays in advancing a nation's interests on the global stage. For Liberia, building strong and productive relationships bilaterally and multilaterally can lead to increased development assistance, foreign direct investment, political support on key issues, and a greater voice in shaping global norms and policies. Six (6) priority projects are to be delivered executing thirty-one (31) activities. These are outlined in Table 2.

Table 2: Activities to Deliver Priority Projects to Achieve Objective 1

***Priority Project.1.1:* Securing a UN Security Council Seat & Leveraging Global Standing (2026-2027).** *The focus is to achieve a significant foreign policy objective for Liberia that presents an opportunity not just to gain influence within the UN but to champion issues vital to Liberia and the African continent.*
Activity 1.1.1: Develop a compelling candidacy theme to articulate a clear and concise message that resonates with UN member states, highlighting Liberia's commitment to international peace and security, its regional leadership, and its dedication to the UN Charter's principles. **Activity 1.1.2:** Carry out targeted diplomatic campaigns to key UN member states and regional blocs, emphasizing Liberia's qualifications, experience, and vision for its role on the Security Council. **Activity 1.1.3:** Utilize public diplomacy tools (international conferences, cultural exchanges, media engagement) to raise Liberia's profile and promote its candidacy theme. **Activity 1.1.4:** Prioritize strengthening bilateral relations with all UN member states, particularly those on the Security Council, during the election year. **Activity 1.1.5:** Execute high-level diplomatic visits, economic cooperation agreements, and cultural exchanges to foster goodwill and build support for Liberia's candidacy. **Activity 1.1.6:** Actively participate and demonstrate leadership in relevant UN bodies, such as the General Assembly, Peacebuilding Commission, and Human Rights Council. **Activity 1.1.7:** Maintain or increase Liberia's contributions to UN peacekeeping operations, showcasing its commitment to international peace and security.

Activity 1.1.8: Take a leading role in championing issues of global importance aligned with Liberia's foreign policy priorities, such as sustainable development, climate change, and gender equality.

Activity 1.1.9: Submit Liberia's formal candidacy to the UN General Assembly within the designated timeframe.

Activity 1.1.10: Engage in high-level diplomacy, including direct appeals to heads of state and foreign ministers, to secure votes and build coalitions.

Priority Project 1.2: ***Preparing for and working efficiently on UN Security Council Seat:*** *The focus is to have in place the necessary financial, institutional and human capabilities to adequately service the work demanded of the seat. Having the capacities to understand the geopolitical intricacies of issues brought to the council for debate and decision is a precondition for effective engagement.*

Activity 1.2.1: Define clear priorities for Liberia's term, focusing on issues of particular relevance to Africa, such as conflict prevention, peacekeeping, and addressing the root causes of instability.

Activity 1.2.2: *Id*entify qualified team members, commission and dispatch the team to NY with clear terms of reference, guidelines and expected deliverables.

Activity 1.2.3: Work collaboratively with other Council members to build consensus on critical issues and forge strategic coalitions to advance shared interests.

Activity 1.2.4: Utilize Liberia's position to raise awareness, shape debates, and influence decision-making on matters of global peace and security.

Activity 1.2.5: Leverage the platform to attract foreign investment, promote trade, and advance Liberia's development agenda.

Activity 1.2.6: Deepen existing partnerships and forge new ones to address shared challenges and advance common goals.

Activity 1.2.7: Position Liberia as a thought leader on issues of peacebuilding, sustainable development, and good governance.

Activity 1.2.8: Highlight Liberia's progress and achievements in post-conflict reconstruction, economic development, and democratic consolidation.

Priority Project 1.3: ***Strengthening Bilateral Relationships****: The focus is to identify key bilateral partners based on shared interests and potential for collaboration. This could include traditional allies, emerging powers, and regional neighbors.*

Activity 1.3.1: Facilitate reciprocal visits of Heads of State, Ministers, and other high-ranking officials to strengthen political dialogue and build trust.

Activity 1.3.2: Organize trade missions, investment forums, and business-to-business dialogues to promote trade and investment opportunities.

Activity 1.3.3: Promote cultural understanding and people-to-people ties through educational exchanges, artistic collaborations, and tourism initiatives.

Activity 1.3.4: Establish agreements for capacity building and technical assistance in areas like agriculture, health, education, and infrastructure.

Priority Project 1.4: ***Enhancing Multilateral Engagement****: The focus is to prioritize engagement in key multilateral organizations where Liberia's interests are at stake, such as the UN, AU, WTO, ECOWAS, and others. Having ta conducive policy framework with commitment shall lead to win-win outcomes from national engagements*.

Activity 1.4.1: Ensure high-level representation and active participation in key meetings, summits, and negotiations within these (multilateral) organizations.

Activity 1.4.2: Strategically pursue leadership positions within multilateral organizations to amplify Liberia's voice and influence decision-making processes.

Activity 1.4.3: Forge strategic alliances with like-minded countries to advance shared interests and amplify negotiating power.

Activity 1.4.4: Champion issues of particular importance to Liberia, such as peace and security, sustainable development, human rights, and climate change.

Priority Project 1.5: ***Public Diplomacy and Communication:*** *The focus is to develop and implement a comprehensive public diplomacy and communication strategy to enhance Liberia's image abroad, promote its foreign policy objectives, and derive intended benefits.*

Activity 1.5.1: Utilize websites, social media platforms, and online channels to engage with international audiences, share information about Liberia, and counter misinformation.

Activity 1.5.2: Cultivate relationships with international media outlets to ensure accurate and positive coverage of Liberia's achievements and foreign policy positions.

Activity 1.5.3: Organize public lectures, cultural events, and outreach programs to engage with the foreign public and foster a greater understanding of Liberia.

Priority Project 1.6: ***Capacity Building within MoFA:*** *The focus is to strengthen the institutional capacity of the Ministry of Foreign Affairs to effectively implement this strategic plan.*

Activity 1.6.1: Provide specialized training programs to equip diplomats with the skills and knowledge needed for effective bilateral and multilateral diplomacy.

Activity 1.6.2: Enhance capacity and modernize the Foreign Service Institute (FSI) to conduct real-time research and analysis to provide timely and accurate information to support policymaking.

5.2 Execute the Ministry Economic Diplomacy Framework

The focus is to attract direct foreign investment, strengthen trade and investment promotion, and cultivate economic partnerships in support of the ARREST Agenda, the Economic Diplomacy Strategic Framework, and the United Nations Sustainable Development Goals (SDGs). This positions the Ministry of Foreign Affairs as a key player in Liberia's economic development process. By leveraging its diplomatic network and international partnerships, the Ministry can contribute significantly to achieving the goals outlined in the ARREST Agenda and the SDGs. Three (3) priority projects are to be delivered executing eleven (13) activities. These are outlined in Table 3.

Table 3: Activities to Deliver Priority Projects to Achieve Objective 2

***Priority Project 2.1:* Attracting Foreign Direct Investment (FDI)**: *The focus is to identify and promote priority sectors aligned with the ARREST Agenda and the SDGs, such as agriculture, infrastructure, tourism, and renewable energy, and create an investment conducive environment*
Activity 2.1.1: Develop and organize targeted marketing campaigns and participate in international investment forums to showcase Liberia's investment potential. **Activity 2.1.2:** Streamline investment procedures, establish a dedicated investor support unit, and address investor concerns promptly. **Activity 2.1.3:** Promote and facilitate Public-Private Partnerships (PPPs) in key sectors to leverage private sector expertise and capital. **Activity 2.1.4:** Develop and promote Special Economic Zones (SEZs) with attractive incentives to attract export-oriented industries.
***Priority Project 2.2*: Strengthening Trade and Investment Promotion:** *The focus is to position Liberia as a competitive investment destination and reliable trading partner by promoting priority-sector investment, facilitating market access, and strengthening trade infrastructure and business capacity.*
Activity 2.2.1: Identify and promote high-potential investment opportunities in agriculture, mining, energy, tourism, and digital services, including underserved priorities such as water and sanitation and inclusive financial services. **Activity 2.2.2:** Facilitate investor outreach through missions, investment roadshows, and targeted engagements with chambers of commerce and business councils.

Activity 2.2.3: Negotiate and implement bilateral and regional trade agreements and support market access initiatives aligned with regional and global trade frameworks. **Activity 2.2.4**: Strengthen the capacity of missions to provide timely market intelligence and investor facilitation services, Promote Liberia's investment incentives, regulatory reforms, and ease-of-doing-business improvements. **Activity 2.2.5**: Streamline customs procedures, implement digital solutions for trade documentation, and harmonize standards to reduce trade costs and delays. **Activity 2.2.6**: Advocate for investments in ports, roads, and other critical infrastructure to improve trade logistics and connectivity.
***Priority Project 2.3:* Cultivating Economic Partnerships:** *The focus is to forge strategic partnerships with bilateral and multilateral development partners, private sector actors, and diaspora communities*
Activity 2.3.1: Strengthen engagement with development partners to mobilize financial and technical assistance for projects aligned with the ARREST Agenda and the SDGs. **Activity 2.3.2:** Facilitate partnerships between Liberian businesses and foreign companies through trade missions, matchmaking events, and online platforms. **Activity 2.3.3**: Develop targeted programs and incentives to encourage diaspora investment and knowledge transfer.

5.3 Promote Tourism and People-to-People Exchanges

The focus is to promote tourism and enhance mutual understanding and cooperation by showcasing Liberia's rich cultural heritage and promoting people-to-people exchanges. This objective recognizes the power of cultural diplomacy in building bridges, fostering goodwill, and strengthening relationships between nations. By showcasing Liberia's unique cultural heritage and facilitating meaningful interactions between its people and those of other nations, the MoFA can contribute to a more positive and nuanced understanding of Liberia on the global stage. Four (4) priority projects are to be delivered executing fifteen (15) activities. These are outlined in Table 4.

Table 4: Activities to Deliver Priority Projects to Achieve Objective 3

Priority Project 3.1: Showcasing Liberia's Cultural Heritage: The focus is to identify key elements of Liberian culture with international appeal, including music, dance, art, literature, cuisine, traditional crafts, and historical sites.
Activity 3.1.1: Organize and support cultural festivals and events in Liberia and abroad to showcase Liberian arts and culture to a wider audience.

Activity 3.1.2: Facilitate the participation of Liberian artists, musicians, dancers, and cultural groups in international exhibitions, Expos, film festivals, and performing arts events.

Activity 3.1.3: Establish exchange programs for artists, scholars, and cultural practitioners to foster collaboration and cross-cultural learning.

Activity 3.1.4: Create online platforms and social media campaigns to promote Liberian culture and heritage to a global audience. Utilize virtual tours, documentaries and interactive content

Priority Project 3.2: Promoting People-to-People Exchanges: The focus is to facilitate exchanges in various sectors, including education, sports, youth leadership, and professional development, to foster lasting connections and cross-cultural understanding

Activity 3.2.1: Expand existing scholarship programs and partnerships with foreign universities to facilitate student and faculty exchanges.

Activity 3.2.2: Develop youth leadership programs that bring together young people from Liberia and other countries to engage in dialogue, share experiences, and collaborate on projects of common interest.

Activity 3.2.3: Leverage the power of sports to promote cultural exchange and understanding. Support the participation of Liberian athletes in international competitions and explore hosting international sporting events.

Activity 3.2.4: Facilitate exchanges for journalists, entrepreneurs, healthcare professionals, and other professionals to share best practices, build networks, and foster collaboration

Priority Project 3.3: Collaboration and Partnerships: The focus is to collaborate with relevant government agencies, cultural institutions, NGOs, diaspora communities, and international partners to leverage resources and expertise

Activity 3.3.1: Establish a dedicated task force or working group within the government to coordinate cultural diplomacy efforts across relevant ministries.

Activity 3.3.2: Partner with museums, libraries, art galleries, and other cultural institutions in Liberia and abroad to organize joint exhibitions, cultural programs, and exchange initiatives.

Activity 3.3.3: Mobilize the Liberian diaspora to support cultural diplomacy efforts through financial contributions, skills-based volunteering, and promoting Liberian culture within their host countries.

Activity 3.3.4: Collaborate with international organizations like UNESCO, the African Union, and foreign embassies in Liberia to support cultural preservation projects, capacity building initiatives, and cultural exchange programs

Priority Project 3.4: Measuring Impact: The focus is to develop mechanisms to track the effectiveness of cultural diplomacy initiatives in achieving the objective
Activity 3.4.1: Collect data on the number of cultural exchanges facilitated, the reach of cultural events and programs, and the level of engagement with online platforms. **Activity 3.4.2:** Conduct surveys and establish feedback mechanisms to assess the impact of cultural diplomacy initiatives on perceptions of Liberia and levels of understanding between cultures. **Activity 3.4.3:** Document and share successful examples of how cultural diplomacy has contributed to enhanced mutual understanding and cooperation

5.4 Advance Global Peace and Security

The focus is to advance global peace and security by bolstering systems and initiatives that foster sustainable peace within the Mano River Union (MRU) basin, the Economic Community of West African States (ECOWAS), Africa, and worldwide. This objective positions Liberia as a key factor in promoting peace and stability through proactive diplomacy and strategic engagement in regional and international peacebuilding efforts. Four (4) priority projects are to be delivered executing fifteen (15) activities. These are outlined in Table 5.

Table 5: Activities to Deliver Priority Projects to Achieve Objective 4

Priority Project 4.1: Strengthening Regional Peace and Security Architecture: The focus is to enhance the capacity of regional organizations like the MRU and ECOWAS to effectively prevent, manage, and resolve conflicts
Activity 4.1.1: Advocate for and contribute to strengthening early warning mechanisms within the MRU and ECOWAS to identify and respond to emerging threats. **Activity 4.1.2:** Provide training and logistical support to enhance the capacity of MRU and ECOWAS standby forces to effectively deploy peacekeeping operations. **Activity 4.1.3:** Facilitate joint military exercises, intelligence sharing, and cross-border security cooperation among MRU and ECOWAS member states. **Activity 4.1.4:** Actively engage in diplomatic efforts to mediate and resolve disputes between member states within the MRU and ECOWAS

Priority Project 4.2: Promoting Conflict Prevention and Peacebuilding: The focus is to enhance the MoFA's institutional capacity to effectively contribute to peace and security initiatives.
Activity 4.2.1: Collaborate with partners to ensure the successful disarmament, demobilization, and reintegration of ex-combatants into civilian life. **Activity 4.2.2:** Advocate for good governance reforms, respect for human rights, and inclusive political processes in fragile states within the region. **Activity 4.2.3**: Provide financial and technical assistance to civil society organizations working on peacebuilding, conflict resolution, and human rights. **Activity 4.2.4:** Promoting Interfaith dialogue and social cohesion by facilitating dialogue and cooperation between religious and traditional leaders to promote tolerance, understanding, and peaceful coexistence
Priority Project 4.3: Engaging in Multilateral Peace and Security Initiatives: The focus is to actively participate in and contribute to global efforts to address transnational security threats and promote international peace and security.
Activity 4.3.1: Continue to contribute troops and police personnel to UN peacekeeping missions worldwide and advocate for effective peacekeeping mandates and strategies. **Activity 4.3.2:** Combat terrorism and transnational organized crime by strengthening cooperation with international partners to address the threats of terrorism, human trafficking, drug trafficking, and other forms of transnational organized crime. **Activity 4.3.3:** Support international treaties and initiatives aimed at preventing the proliferation of weapons of mass destruction and conventional arms. **Activity 4.3.4**: Advocate for peaceful resolution of international disputes by promoting dialogue, diplomacy, and adherence to international law in addressing international disputes and conflicts
Priority Project 4.4: Strengthening MoFA's Capacity for Peace and Security Diplomacy: The focus is to build the ministry's institutional and logistical capacities…
Activity 4.4.1: Provide specialized training programs for diplomats on conflict analysis, mediation, negotiation, and peacebuilding. **Activity 4.4.2:** Create a dedicated unit within the MoFA responsible for coordinating peace and security diplomacy efforts. **Activity 4.4.3**: Collaborate with think tanks and research institutions to conduct policy research and provide analysis on peace and security issues

5.5 Enhance Liberia's Image Abroad

The focus is to enhance Liberia's image abroad by consolidating and upscaling existing missions, constructing new embassies and upgrading old infrastructure, building human and Institutional capacities, and rotating Diplomats. This objective recognizes that a strong and effective diplomatic service requires more than just skilled personnel. It necessitates modern infrastructure, robust institutional capacity, and a strategic approach to diplomatic postings. By investing in these areas, the MoFA can enhance Liberia's diplomatic presence, improve service delivery, and project a positive image of the country on the world stage. There are seven (7) priority projects and thirty-four (34) activities listed in Table 6.

Table 6: Activities to Deliver Priority Projects to Achieve Objective 5

Priority Project 5.1: Infrastructure Development and Modernization: The focus is to construct new embassies and residences in strategic locations and renovate existing facilities to meet modern standards.
Activity 5.1.1: Conduct a comprehensive assessment of existing embassy infrastructure to clear all ambiguities about ownership with host countries and prioritize renovation and new construction projects. **Activity 5.1.2:** Explore various funding mechanisms, including public-private partnerships, to finance infrastructure projects. **Activity 5.1.3:** Ensure that all missions have functioning websites and social media platforms to keep the world informed about Liberia. **Activity 5.1.4:** Upgrade IT systems, communication equipment, and security features in all embassies and consulates.
Priority Project 5.2: Building Human and Institutional Capacity: The focus is to develop a highly skilled and motivated diplomatic service and strengthen the institutional capacity of the MoFA
Activity 5.2.1: Elevate Gabriel L. Foreign Service Institute (FSI) standard to a degree granting diplomatic academy to provide comprehensive training programs for diplomats at all levels. **Activity 5.2.2:** Seek partnership support to provide specialized courses in areas such as economic diplomacy, public diplomacy, Negotiation and Techniques, Leadership and Assertiveness, Stakeholder Engagement and Coordination, consular services, Multilateral Protocol and Etiquette, international law, etc. **Activity 5.2.3:** Provide language training opportunities for diplomats to enhance their communication skills in key languages.

Activity 5.2.4: Implement a transparent and merit-based performance management system for diplomats and MoFA staff.

Activity 5.2.5: Develop a robust knowledge management system to capture and share best practices, lessons learned, and institutional memory.

Priority Project 5.3. **Strategic Diplomatic Rotation**: The focus is to implement a strategic approach to diplomatic postings to ensure that people with the requisite expertise are placed in the right positions

Activity 5.3.1: Match diplomats' skills and experience with the specific requirements of diplomatic missions.

Activity 5.3.2: Encourage diplomats to develop expertise in specific regions or thematic areas to enhance their effectiveness.

Activity 5.3.3: Establish clear term limits for diplomatic postings and ensure regular rotation to prevent stagnation and promote fresh perspectives.

Activity 5.3.4: Conduct performance-based assessments by considering diplomats' performance track records when making posting decisions

Priority Project 5.4: Promoting a Positive Image of Liberia: The focus is to utilize upgraded infrastructure and enhanced capacity to showcase Liberia's culture, values, and achievements to the world.

Activity 5.4.1: Host cultural events, public lectures, and exhibitions at embassies to promote Liberia's rich heritage.

Activity 5.4.2: Organize investment forums and trade missions to attract foreign direct investment and promote trade opportunities.

Activity 5.4.3: Use embassies as hubs for engaging with the Liberian diaspora and leveraging their expertise and networks.

Priority Project 5.5: Passport Security and Decentralization: the focus is to enhance the security and accessibility of Liberian passports through modernization efforts and decentralized service delivery.

Activity 5.5.1: Strengthen the security features of Liberian passports and combat passport fraud.

Activity 5.5.2: Launch public awareness campaigns to educate citizens about the importance of passport security, the risks of passport fraud, and how to protect their passports from theft or misuse.

Activity 5.5.3: Decentralize passport services by making passport application and issuance services more accessible to citizens across Liberia.

Activity 5.5.4: Establish regional passport offices at county service centers across Liberia and in strategically selected global cities by leveraging VFS Global services to reduce travel time and costs for passport applicants.

Activity 5.5.5: Equip these offices with the necessary technology and trained personnel to process passport applications efficiently and securely.

Activity 5.5.6: Construct a modern facility equipped with state-of-the-art security features within the Ministry of Foreign Affairs compound to enhance the security and efficiency of passport issuance.

Priority Project 5.6: Electronic Visa System (E-Visa): The focus is to seeks collaboration with the Liberia Immigration Service (LIS) and Liberia Revenue Authority (LRA) to modernize and streamline the visa application process by transitioning from a traditional paper-based system to a secure and efficient electronic visa (e-Visa) system.

Activity 5.6.1: Seek collaboration with LIS and LRA to conduct a comprehensive assessment of the current visa application process to identify challenges, bottlenecks, and opportunities for improvement through an e-visa system.

Activity 5.6.2: Analyze the technical, legal, and operational requirements for implementing an e-Visa system, including data security, privacy regulations, and integration with existing border control systems.

Activity 5.6.3: Benchmark best practices and learn from the experiences of other countries that have successfully implemented e-visa systems.

Activity 5.6.4: Define the scope and functionalities of the e-visa system, including an online application form with secure data encryption, payment gateway integration for secure online visa fee payment, automated eligibility verification and processing, electronic visa issuance and delivery (e.g., printable e-visa or mobile notification, integration with border control systems for efficient traveler verification, and develop a robust and user-friendly online platform that is accessible across multiple devices (computers, tablets, smartphones) and languages.

Priority Project 5.7: Equipment and Logistical Support to Missions: The focus is to ensure that all diplomatic missions have the necessary equipment and logistical support to operate efficiently and effectively, thereby enhancing the country's diplomatic presence and capabilities globally.

Activity 5.7.1: Conduct comprehensive needs assessments at all diplomatic missions to determine specific and required equipment and logistics.

Activity 5.7.2: Develop and maintain an up-to-date inventory system to track equipment and logistical assets at each mission.

Activity 5.7.3: Upgrade existing communication systems, including secure, high-speed internet and reliable telecommunication infrastructure.

Activity 5.7.4: Provide modern IT equipment, including computers, servers, and software, to enhance operational efficiency.

Activity 5.7.5: Ensure regular maintenance and technical support for all IT and communication equipment.

Activity 5.7.6: Procure and maintain a fleet of vehicles tailored to the specific needs of each mission, including official vehicles, utility vehicles, and emergency response units.

Activity 5.7.7: Ensure all diplomatic missions are housed in safe, secure, and well-maintained facilities.

Activity 5.7.8: Provide essential office supplies and furniture to create a conducive working environment.

5.6 Promote Gender Equality

The focus is to promote gender equality through a feminist foreign policy that addresses the roles of women and men with equality. This objective signifies a commitment to integrating gender equality principles into all aspects of Liberia's foreign policy. It recognizes that achieving sustainable peace, development, and human rights requires the full and equal participation of all genders. There are three (3) priority projects and ten (10) activities listed in Table 7.

Table 7: Activities to Deliver Priority Projects to Achieve Objective 6

Priority Project 6.1: Institutionalizing Gender Mainstreaming within MoFA: The focus is to ensure gender considerations are systematically integrated into all MoFA policies, programs, and decision-making processes
Activity 6.1.1: Develop a Gender Mainstreaming Strategy: Create a comprehensive strategy for institutionalizing gender mainstreaming within the MoFA, outlining clear objectives, actions, and indicators. **Activity 6.1.2**: Establish a Gender Inclusive Unit in the organigram of the Ministry to champion gender equality initiatives and ensure accountability. **Activity 6.1.3:** Provide mandatory training for all diplomats on gender equality, women's rights, and the principles of feminist foreign policy. **Activity 6.1.4**: Integrate gender analysis into budget planning and allocation processes to ensure adequate resources for gender equality initiatives
Priority Project 6.2: Promoting Women's Leadership and Participation: The focus is to increase the representation and active participation of women at all levels of decision-making in diplomacy and foreign affairs
Activity 6.2.1: Set and Achieve Gender Parity Targets: Establish concrete targets for women's representation in diplomatic postings, delegations to international organizations, and senior leadership positions within the MoFA.

Activity 6.2.2: Create mentorship and leadership development programs to support the career advancement of women diplomats. **Activity 6.2.3:** Identify and address systemic barriers hindering women's full participation in diplomacy, such as unconscious bias, lack of work-life balance policies, and limited access to networks
Priority Project 6.3: Advancing Gender Equality through Diplomacy: The focus is to utilize diplomatic channels and partnerships to champion gender equality and women's rights globally
Activity 6.3.1: Ensure that gender equality is a core component of Liberia's foreign policy priorities and is reflected in bilateral and multilateral engagements. **Activity 6.3.2:** Advocate for strong language and commitments to gender equality in international agreements, resolutions, and development frameworks. **Activity 6.3.3:** Provide financial and technical support to women's rights organizations working to advance gender equality at the grassroots level.

5.7 Modernize the Ministry's Legal and Administrative Framework

The focus is to modernize the Ministry's legal and administrative framework by reviewing and updating all laws and policy documents, automating financial and human resource management systems, and digitizing files into a secure internet-based data management system, ensuring that they are current and aligned with best practices to enhance efficiency and transparency. There are three (3) priority projects and eighteen (18) activities listed in Table 8.

Table 8: Activities to Deliver Priority Projects to Achieve Objective 7

Priority Project 7.1: **Legal and Policy Review and Update**: the focus is to collaborate with the Law Reform Commission to review and update all existing laws and policy documents to ensure they are current, relevant, and aligned with best practices.
Activity 7.1.1: Conduct a thorough audit of all existing laws and policy documents to identify outdated, redundant, or conflicting provisions. **Activity 7.1.2:** Engage with key stakeholders, including government agencies, legal experts, and civil society, to gather input and feedback. **Activity 7.1.3:** Organize workshops and public consultations to ensure inclusive participation. **Activity 7.1.4:** Draft revisions and new provisions based on audit findings and stakeholder feedback.

Activity 7.1.5: Facilitate the legislative process by providing necessary documentation and expert testimony.

Activity 7.1.6: Develop implementation guidelines and training materials to disseminate updated laws and policy documents to relevant stakeholders and the public.

Priority Project 7.2: Automation of Financial and Human Resource Management Systems: The focus is to automate financial and human resource management systems to enhance efficiency, transparency, and accuracy

Activity 7.2.1: Conduct a needs assessment to determine specific requirements for financial and human resource management systems and identify key functionalities and integration points.

Activity 7.2.2: Evaluate and select appropriate software solutions that meet the identified requirements. Procure the selected software through a transparent procurement process.

Activity 7.2.3: Customize the software to align with the Ministry's processes and regulations and develop user interfaces and workflows that are intuitive and user-friendly.

Activity 7.2.4: Migrate existing financial and human resource data to the new system and ensure seamless integration with other Ministry's systems.

Activity 7.2.5: Develop user manuals and support materials and conduct comprehensive training programs for all users of the new systems.

Activity 7.2.6: Launch the automated systems, provide ongoing technical support, monitor system performance, and make necessary adjustments.

Priority Project 7.3: Digital Transformation of File Management: the focus is to transform all physical files into a secure, internet-based data management system to improve accessibility, security, and efficiency

Activity 7.3.1: Develop a comprehensive strategy for digitizing and managing files and identify key objectives, timelines, and resource requirements.

Activity 7.3.2: Conduct an inventory of all physical files and classify them based on type, importance, and sensitivity, develop a standardized classification system for digital files.

Activity 7.3.3: Procure and set up high-quality scanning equipment; train staff on scanning procedures and quality control measures; digitize physical files and ensure accurate conversion to digital formats.

Activity 7.3.4: Select and implement an internet-based data management system and ensure the system includes robust search, retrieval, and security features.

Activity 7.3.5: Develop and apply metadata standards to ensure easy search and retrieval and index all digitized files according to the classification system.

Activity 7.3.6: Train staff on the use of the new digital file management system and provide ongoing support and resources to facilitate the transition to a digital environment.

VI. PLAN IMPLEMENTATION FRAMEWORK AND OUTCOMES

6.1 Plan Implementation Roadmap

This detailed implementation road map over a five-year period beginning mid-2025 provides a structured and comprehensive approach to achieving the plans strategic objectives. Three inter-connected milestones shall be pursued along the road map to guide the plan's delivery strategy and schedule: (i) Laying the Foundation; (ii) Scaling Up Initiatives; and (iii) Consolidation and Review. The respective interventions associated with these milestones are highlighted in Table 9 below.

Table 9: Inter-Connected Milestones and Interventions to be Pursued

Intermediate Milestones	Interventions
Year 1: Laying the Foundation	
Intensifying the UNSC candidacy campaign and serving on the seat	➢ Developing a comprehensive campaign strategy ➢ Mounting advocacy efforts and deploying advocacy and lobbying missions ➢ Assembling team, and developing functional strategic work program to serve on the UNSC effectively
Setting up core teams and initial resources	➢ Recruiting and Training appropriate personnel ➢ Setting up relevant supportive Infrastructure ➢ Mobilizing and allocating Resources
Establishing baseline metrics and initial diplomatic engagements	➢ Developing Baseline Metrics ➢ Initiating Diplomatic Engagements
Years 2&3: Scaling Up Initiatives	
Expanding diplomatic missions with capabilities to design and effect strong economic growth and development programs	➢ Expanding strategically the number and scope of diplomatic missions globally, and establishing new embassies and consulates ➢ Launching and scaling up economic programs aimed at fostering international trade, increasing investment flows, and strengthening development partnerships with focus on sectors with high impact potential, such as technology, healthcare, and infrastructure
Year 4&5: Consolidation and Review	

Assessing progress and making necessary adjustments	➢ Conducting comprehensive evaluations ➢ Identifying areas requiring improvement and making necessary adjustments
Preparing for the Next Strategic Planning Cycle	➢ Commencing strategic planning exercise ➢ Stakeholders' engagement in the formulation process

6.2 Output Delivery Dates and Success Indicators

Activities listed in the preceding section shall be carried out during the planned period. The delivery logical framework, indicating success performance indicators that are associated with each priority project, together with their delivery dates, are indicated in Table 10.

Table 10: Plan Outputs Delivery Dates and Success Indicators

Priority Projects	Delivery Date	Performance Indicators
Strategic Objective 1: To strengthen bilateral and multilateral relationships and promote Liberia's interests and influence in international for a		
1.1: Securing a UN Security Council Seat & Leveraging Global Standing (2026-2027)	4th Quarter 2025	➢ UNSC seat Secured ➢ Effective 2-year tenure served with distinction
1.2: Preparing and working on UNSC Seat	4th Quarter 2027	➢ At least 3 new bilateral agreements secured
1.3: Strengthening Bilateral Relationships	2nd Quarter 2028	➢ At least 2 multilateral partnerships secured
1.4: Enhancing Multilateral Engagement	2nd Quarter 2029	➢ Active participation in at least 5 major international forums annually
1.5: Public Diplomacy and Communication	4th Quarter 2029	➢ Stronger diplomatic image & ties
Strategic Objective 2: To attract direct foreign investment, strengthen trade and investment promotion, and cultivate economic partnerships		
2.1: Attracting Foreign Direct Investment (FDI)	4th Quarter 2029	➢ Cumulative FDI growth of 50% achieved
2.2: Strengthening Trade and Investment Promotion	4th Quarter 2027	➢ At least 10% of programs in the economic diplomacy framework implemented

2.3: Cultivating Economic Partnerships	4th Quarter 2029	➢ At least 2 major trade reforms implemented, and 3 investment forums hosted ➢ Legal, policy, and regulatory reform designed and operationalized to make trading easier, faster, and more efficient ➢ At least 5 new economic partnerships established
Strategic Objective 3: To promote tourism by showcasing Liberia's rich cultural heritage and promote people-to-people exchanges to enhance mutual understanding and cooperation		
3.1: Showcasing Liberia's Cultural Heritage	3rd Quarter 2028	➢ Performance trips made by the cultural ambassadors to at least 6 strategic countries ➢ At least 2 major cultural events organized and digital campaigns launched
3.2: Promoting People-to-People Exchanges	2nd Quarter 2027	➢ At least 3 exchange visits undertaken ➢ Cultural tourism Increased by 20% ➢ 3 new exchange programs established and at least 2 cultural agreements signed
3.3: Collaboration and Partnerships in arts and cultural affairs	2nd Quarter 2028	➢ At least 3 MOU signed to foster collaboration and partnerships in arts and cultural affairs
3.4: Measuring Impact	3rd Quarter 2029	➢ Impact Analysis Report completed
Strategic Objective 4: To advance global peace and security by bolstering systems and initiatives that foster sustainable peace within the MRU basin, the ECOWAS, Africa, and worldwide.		
4.1: Strengthening Regional Peace and Security Architecture	3rd Quarter 2027	➢ Launch at least 1 peacebuilding initiative and participate in 1 regional mission
4.2: Promoting Conflict Prevention and Peacebuilding	4th Quarter 2029	➢ At least 2 security cooperation agreements signed ➢ At least 3 conflict prevention programs supported
4.3: Engaging in Multilateral Peace and Security Initiatives	4th Quarter 2029	➢ Play key role in at least 2 multilateral peace and security Initiatives

4.4: Strengthening MoFA's Capacity for Peace and Security Diplomacy	4th Quarter 2028	➢ Maintain active participation in peacekeeping ➢ Ministry staff delivery capacities, programs and activities reformed and upgraded to enhance Peace and Security Diplomacy
Strategic Objective 5: To construct new embassies and upgrade old infrastructure, build human and institutional capacities, and rotate diplomats to enhance Liberia's image abroad		
5.1: Infrastructure Development and Modernization	4th Quarter 2026	➢ Infrastructure needs assessed; and renovations work in 2 locations started
5.2: Building Human and Institutional Capacity	2nd Quarter 2028	➢ At least 100 staff members knowledge and skills enhanced
5.3. Strategic Diplomatic Rotation	4th Quarter 2029	➢ At least 30% of diplomatic staff rotated
5.4: Promoting a Positive Image of Liberia	3rd Quarter 2029	➢ 2 new embassies constructed and equipped adequately
5.5: Passport Security and Decentralization	3rd Quarter 2026	➢ Passport administration secured and decentralized ➢ E-Visa system installed & functioning
5.6: Electronic Visa System (E-Visa)	2nd Quarter 2026	➢ At least 20% of Missions are equipped adequately and all planned upgrades completed
5.7: Equipment and Logistical Support to Missions	On-going	
Strategic Objective 6: To promote gender equality through a feminist foreign policy that addresses the roles of women and men with equality.		
6.1: Institutionalizing Gender Mainstreaming within MoFA	1st Quarter 2027	➢ Baseline assessment conducted and gender mainstreaming strategy developed ➢ Gender Mainstreaming policy developed and implementation of 3 new gender policies put into motion
6.2: Promoting Women's Leadership and Participation	1st Quarter 2029	➢ Women's leadership and participation within the ministry increased by at least 30%
6.3: Advancing Gender Equality through Diplomacy	3rd Quarter 2028	➢ Gender representation disparity reduced by at least 40%

		➢ 5 international gender-related initiatives supported
Strategic Objective 7: Modernize the Ministry's legal and administrative framework.		
7.1: Legal and Policy Review and Update 7.2: Automation of Financial and Human Resource Management Systems 7.3: Digital Transformation of File Management	1st Quarter 2028 3rd Quarter 2026 4th Quarter 2029	➢ Existing laws, systems frameworks reviewed and updated ➢ At least 50% of policy documents reviewed and updated ➢ At least 60% of financial and human resource management systems automated ➢ Full automation achieved and impact review study completed ➢ Digital management filling system transformed and functioning

6.3 Departmental Work Plans: Structure and Content

At the core of the Ministry of Foreign Affairs' strategy is the systematic development and execution of annual departmental work plans. Each Department shall prepare its annual work plan, within the framework of the Strategic Plan, to be incorporated into the Ministry's annual work plan and budget. Departmental plans will serve as blueprints designed to enable efficient resource allocation, facilitate monitoring and evaluation, and ensure accountability. Structurally, departmental plans shall address both immediate and long-term priorities, fostering cohesion across the Ministry. The annual plan will indicate specific strategic priority area that is being addressed, activities to be carried out, outputs to be delivered, resource requirements, and constraints encountered in the previous year. Mission-specific strategic action plans shall also be developed within specified guidelines, incorporating a brief analysis of the host country's development assistance policy, Liberia's existing diplomatic relationships, and current geopolitical dynamics.

Such plans shall reflect the Ministry's strategic objectives, the government key investment priority areas, and intended strategic approach to be deployed considering the geopolitical and economic realities of the host country. The plan shall set clear, and context-specific deliverables in its framework. This dual approach to having departmental plans and

mission's economic diplomacy action plans ensures alignment with the Ministry's overarching objectives while tailoring efforts to diverse geopolitical contexts.

6.4 Expected Outcomes from Plan Delivery

A strengthened MFA shall deliver concrete results, which are all outstanding in supporting sustained growth and development in Liberia. Six major outcomes shall be derived from the effective implementation of the plan to strengthen the Ministry. These are in line with the Ministry's strategic priorities in repositioning and rebranding Liberia, advancing Liberia's national interests, and contributing to global stability and prosperity. Following effective implementation of the plan, the expected outcomes shall be:

vii Liberia's diplomatic presence expanded and deepened globally
viii Increased external investment flows into Liberia in support of economic sectors
ix Enhanced gender equality in diplomatic initiatives and decision-making
x Initiatives to promote Liberia's cultural heritage internationally launched
xi Liberia's contribution to regional and global peace and security enhanced
xii Ministry's infrastructure, technology, and human resources strengthened

6.5 Key Performance Indicators (KPIs)

For each strategic objective, implementing departments at head office and missions abroad will develop a log frame to capture specific and measurable key performance indicators (KPIs) that will provide clear data on progress and impact. These should be quantified wherever possible using surveys, analytics, and direct measurements. It is important to ensure that the KPIs are aligned with the overall goals of the strategic plan. They measure the success of each strategic objective with particular emphasis on the quantitative and qualitative measurement. Quarterly reviews of KPIs and progress for each objective are done to keep the Ministry's strategic plan execution on course. If needful, a team of evaluation specialists will be engaged to establish standardized methods for data collection to ensure consistency and reliability. The nature of the indicators and timelines to guide departmental and mission work plans, are elaborated in Annex VI.

VII. OPERATIONALIZING PLAN IMPLEMENTATION PROCESS

7.1 Financing the Plan

7.1.1 Estimated Plan Implementation Costs

A minimum total of One Hundred and Ninety Million United States Dollars ($190,000,000), would be needed to effectively and timely execute the plan. The estimated budget prioritizes the seven key priority programs that will, amongst other benefits, (i) strengthen Liberia's diplomatic presence; (ii) advance and protect Liberia's national interests; (iii) promote sustainable economic growth and development; (iv) contribute to regional and global peace and security; and (v) promote cultural understanding. Operationalizing the budget testifies Government's commitment to implementing the strategic plan effectively and ensuring that the expected tangible outcomes are derived for the benefit of Liberia and her people. Table 11 below gives a breakdown of allocated budgetary ceiling for each priority program, indicating their respective focus areas.

Table 11: Estimated Budgetary Allocation Per Priority Programs

Priority Program	Focus	Estimated Budget (in millions US$)	
		Amount	%
Strengthening bilateral and multilateral relationships to promote Liberia's interests and influence in International Fora	Enhancing Liberia's diplomatic engagement, voice and participation in international organizations and summits. securing beneficial treaties and partnerships	30	16
Attracting foreign direct Investment, strengthening trade and investment promotion, and cultivating economic partnerships in support of AAID and SDGs	Creating a conducive environment for attracting foreign direct investment and promoting trade by fostering economic partnerships and removing trade barriers respectively	10	5
Showcasing Liberia's rich cultural heritage and promote people-to-people exchanges to enhance mutual understanding and cooperation	Enhancing international awareness and appreciation of Liberia's cultural heritage fostering long-lasting relationships with other nation through cultural diplomacy and exchange programs	15	8
Advancing global peace and security by bolstering systems	Promoting, engaging and sustaining Liberia's active participation in		

and initiatives that foster sustainable peace within the MRU Basin, ECOWAS, Africa, and Worldwide	regional and global peace initiatives, supporting conflict prevention, management, and resolution mechanisms	30	16
Constructing new embassies and upgrading old Infrastructure, building human and Institutional capacities, and rotating Diplomats to enhance Liberia's image abroad.	Modernizing Liberia's diplomatic facilities and enhancing the skills of diplomats through increased and targeted investments in infrastructure and capacity-building to ensure the efficiency and effectiveness of our diplomatic missions	100	52
Promoting Gender equality through a feminist foreign policy that addresses the roles of women and men with equality	Upholding the importance of gender equality in all aspects of Liberia's foreign policy by promoting a feminist foreign policy to ensure that both women and men are equally represented and that their rights and contributions are recognized and supported.	2	1
Modernizing the Ministry's legal and administrative framework by reviewing and updating all laws and policy documents, automating financial and human resource management systems, and digitizing files into a secure internet-based data management system.	Modernizing the Ministry's legal and administrative framework by ensuring all laws and policies are current, aligned with best practices, and aimed at enhancing efficiency and transparency with the ministry	3	2
Total		**190**	**100**

Departments or missions will create respectively detailed budget plans for each initiative under the strategic plan annually. They will consider all potential expenses, including personnel, infrastructure, operations, and contingency funds. A cost-benefit analysis to ensure that the financial resources are being utilized efficiently and effectively, and that each initiative has adequate funding to achieve its objectives.

7.1.2 Cost Sharing Arrangements and Funding Sources

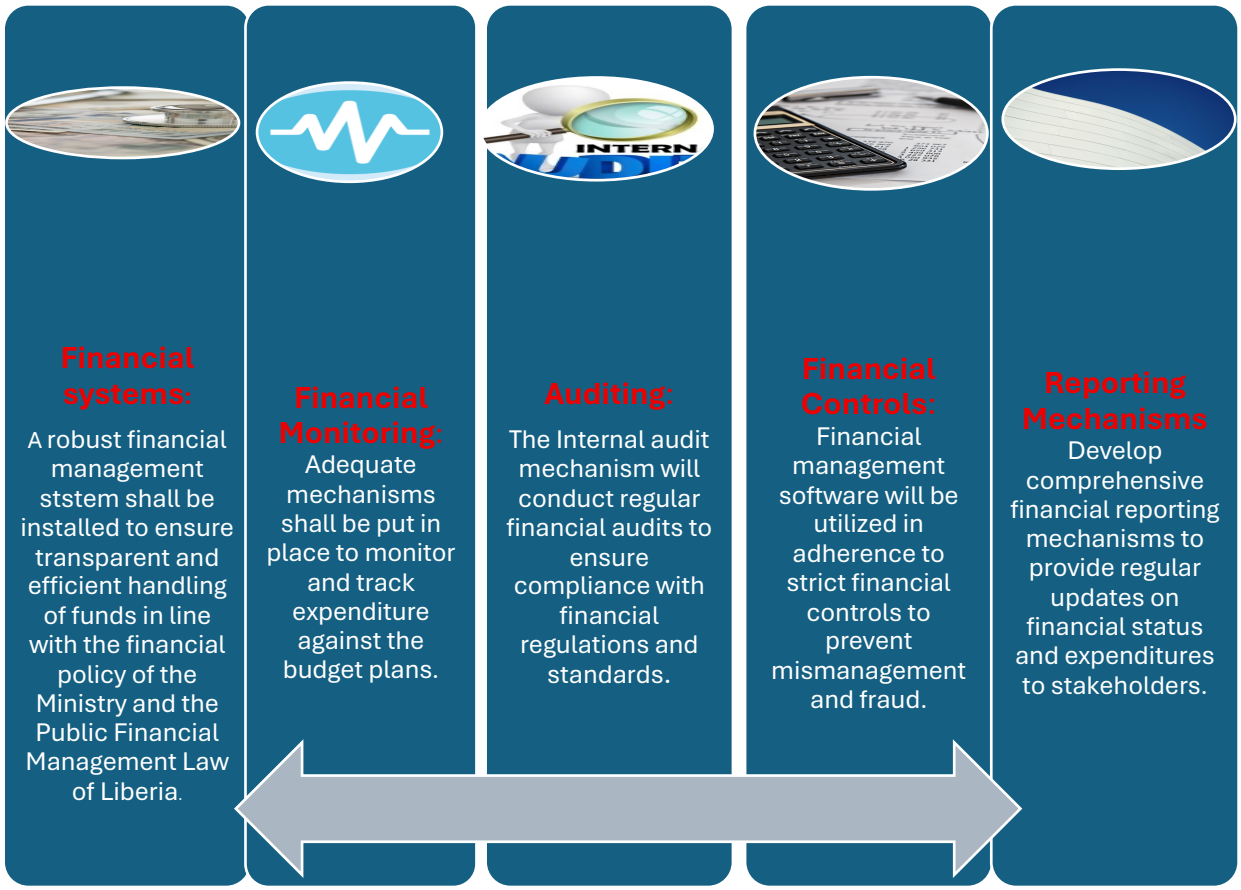
An appropriate cost sharing arrangement between the government, development partners, and major private sector enterprises shall be negotiated, arranged and made during the first

three months of the plan's operation. There are two principal sources of funding for the plan strategic initiatives: (i) 50% ($95,000,000) will come from the government budget; and the remaining 50% ($95,000,000) to come from international aid organizations, private sector actors, and bilateral development partners' support.

7.1.3 Financial Management

Five instruments, shown in Figure 3, shall be used to ensure the effective management of funds allocated to implementing the plan.

Figure 3: Instruments to Ensure Effective and Efficient Management of Funds



7.2 Communication and Stakeholder Engagement

Effective internal and external communication and stakeholder engagement are crucial for the successful implementation of the strategic plan. All relevant parties must be adequately

informed, engaged, and aligned with the initiative's objectives for greater results. The process is aimed at ensuring that all stakeholders are fully engaged throughout the implementation of the strategic plan. Effective communication and stakeholder engagement will not only foster collaboration, but will also build trust, and enhance the overall success of the initiative. Components and instruments of the needed campaign are indicated in the following box, with details shown in Annex VII.

Box 13: Strategic Communication Campaigns

Strategy	Interventions
Regular Updates to International Partners and Stakeholders	***Progress Reports***: Provide regular progress reports to international partners and stakeholders, highlighting key achievements, milestones, and plans. ***Stakeholder Newsletters***: Distribute periodic newsletters to keep stakeholders informed and engaged with the strategic initiative.
Public Awareness and Media Strategy	***Media Relations***: Establish strong relationships with media outlets to ensure accurate and positive coverage of the strategic initiative. ***Press Releases***: Issue press releases to announce significant milestones, achievements, and events related to the strategic initiative.
Leveraging Traditional and social media	***Traditional Media***: Utilize traditional media channels such as newspapers, television, and radio to reach a broad audience and raise awareness about the initiative. ***Social Media Campaigns***: Develop and execute social media campaigns on platforms like Twitter, Facebook, LinkedIn, and Instagram to engage with a wider audience and generate public interest.
Public Relations Campaigns to Enhance Liberia's Image**:**	***Branding and Messaging***: Create a strong branding and messaging strategy to positively portray Liberia's efforts and achievements on the global stage. ***Events and Conferences***: Host and participate in international events and conferences to showcase Liberia's progress and foster partnerships. ***Ambassador Programs***: Launch ambassador programs where influential figures and organizations advocate for Liberia's strategic initiatives globally.

7.3 Plan Implementation Team

The team which would ensure that the strategic plan is effectively implemented, addressing key challenges and leveraging opportunities for national development is segmented into the following four groups: National Steering Committee; Senior Management Team within the MFA; and MFA Inter-Department Plan Implementation Taskforce. Committees' responsibilities and membership are respectively identified in Box 14.

Box 14: Responsibilities and Composition of Plan Implementation Team

Responsibilities	Membership
National Steering Committee	
Eases hurdles such as poor infrastructure and limited access to financial services, that constrain the promotion and facilitation of trade at regional and continental levels Ensures the formulation and execution of a mix of conducive legal, policy, and regulatory reforms that impact trade and industry, and promote small and medium-sized enterprises (SMEs) Provides policy guidance to the execution of the plan and make necessary adjustments to keep it on track and derive its intended outcome	Ministry of Foreign Affairs, Chair Ministry of State for Presidential Affairs, Co-Chair Ministry of Commerce & Industry, Secretariat Ministry of Justice Liberia Chambers of Commerce, Liberia Business Association 2 Representatives from Civil Society 1 Representative from Integrity Institution
Senior Management Team within the MFA	
Provides strategic guidance and oversight of the execution of the plan, identifying and recommending necessary adjustments to keep it on track in alignment with the ministry's vision, mission, and core values. Coordinates the efforts of various departments and units within the ministry, making sure that all teams are working towards common goals and that resources are allocated efficiently to achieve the desired outcomes Reviews monitoring and evaluation reports and make data-driven decisions to improve the implementation process	Deputy and Assistant Ministers Inspector General

Ensures clear and consistent communication within the ministry and with external stakeholders, building trust and fostering cooperation	
MFA Inter-Department Plan Implementation Taskforce	
Provides technical guidance and expertise to undertake the activities within their respective mandates and duties Coordinates initiatives on enhancing the skills and knowledge of the Ministry's staff through training and development opportunities, for the successful execution of the strategic plan Holds regular review meetings to track progress, identify risks, and ensure that the plan stays on course recommending needed solutions and actions going forward	Directors Subject matter Experts

7.4 Potential Risk Identification and Management

Several risks and constraints could possibly derail the implementation of the strategic plan and frustrate efforts toward reengineering the Ministry to upscale its performance and contribution to the development of Liberia. Effective risk management and contingency planning are critical to the success of any strategic initiative. All efforts shall be made during the implementation phase by the Ministry, in collaboration with other stakeholders, to identify and manage potential risks. There are always leadership risks that must be guided against including those illustrated in Annex VIII. The consequences could be significant if risks are not properly identified and managed during the plan implementation period. For each of the strategic initiative the following risks management initiatives are required:

i. **Risk Assessment Matrix**: The Management Team will develop a risk assessment matrix for each strategic initiative, listing identified risks, their potential impact, and likelihood of occurrence.

ii. **Risk Scoring**: Assign scores to each risk based on its impact and likelihood, categorizing them as low, medium, or high risk.

iii. **Prioritization:** Prioritize risks based on their scores to focus on the most critical ones that require immediate attention.

Poor risk management can lead to financial setbacks, cost overruns, budget deviations, or resource wastage and eventual plan failure. Failing to adequately address potential risks therefore could further harm the Ministry officials' reputation, leading to negative publicity, people dissatisfaction, disrupted program timelines, or program/project failures. Accordingly, required proactive identification and risks management strategies shall be put in place and carried out appropriately. A comprehensive approach shall be deployed in identifying potential risks, using three major approaches within the process. These are shown in Figure 4 below.

Figure 4: Approaches for the Identification of Risks to the Plan



It is important and necessary to regularly revisit and refine the adopted risk mitigation strategy and approach as circumstances evolve. Attention will be focused on keeping up with the potential particularly, political factors that could derail the plan implementation process and mitigating their occurrence and negative effects. This drives consistent

progress, strengthens diplomatic relations, and supports the country's development agenda. By continuously refining the plan in response to feedback and evolving circumstances, the Ministry of Foreign Affairs of Liberia would remain agile, resilient, and well-positioned to navigate the complexities of international relations while advancing the nation's strategic interests.

7.5 Strategic Initiatives for Effective Plan Delivery

A proactive approach shall be undertaken to ensure the strategic initiative withstand uncertainties, adapt to changing circumstances, and keep track of risks, thereby increasing the likelihood of achieving its objectives. Components of the necessary tools to ensure the effective delivery of the plan in the face of these possible huddles, are outlined in Box 15.

Box 15: Strategic Initiatives Needed to Ensure Plan Delivery

Building Resilience and Flexibility into the Implementation Plan
Resilience Building: ➢ ***Capacity Building***: Invest in capacity-building initiatives to enhance the skills and capabilities of the project teams, enabling them to better manage risks and adapt to changes. ➢ ***Robust Infrastructure***: Design and construct infrastructure that is resilient to environmental and operational stresses. Flexibility: ➢ ***Adaptive Management***: ** Implement an adaptive management approach that allows for adjustments to be made in response to new information or changing circumstances. ➢ ***Regular Reviews***: Conduct regular reviews of the implementation plan to identify areas where flexibility is needed and make necessary adjustments.
Creating Contingency Plans and Response Mechanisms
Contingency Planning: ➢ ***Scenario Planning***: The Management Team will develop contingency plans for various scenarios, outlining specific actions to be taken if identified risks materialize. ➢ **Resource Allocation**: Allocate resources (financial, human, technical) specifically for contingency purposes to ensure readiness. Response Mechanisms:

- ***Crisis Management Team***: Establish a crisis management team responsible for coordinating responses to risk events.
- ***Communication Protocols***: Develop clear communication protocols to ensure timely and effective information dissemination during a crisis.

Assessing Progress and Making Necessary Adjustments

Progress Assessment

- Conduct comprehensive evaluations of all initiatives to measure progress against the baseline metrics and strategic objectives. Use qualitative and quantitative data to assess the effectiveness of the implemented strategies.

Adjustments

- Identify areas requiring improvement and make necessary adjustments to the strategies and initiatives. Address any challenges or obstacles encountered during the implementation.

Preparing for the Next Strategic Planning Cycle

Strategic Planning

- Begin preparations for the next strategic planning cycle. Gather insights and lessons learned from the current cycle to inform the development of future strategies.

Stakeholder Engagement

- Engage with stakeholders to gather feedback and ensure their continued support for the strategic initiatives.

7.6 Monitoring and Evaluating Plan Implementation

7.6.1 Plan Monitoring

The Ministry will implement an adaptive management approach that allows for flexibility and responsiveness to changing environments seeking out opportunities and learning lessons while monitoring the plan performance. The monitoring framework seeks to provide a uniform and collaborated systematic approach for effective and efficient tracking progress made on the implementation of the strategic plan. The process would enable MFA to generate reports from which recommendations would be made for corrective measures to be undertaken within the plan implementation process.

7.6.2 Plan Evaluation Framework

The evaluation process shall involve systematic and objective collection and analysis of data related to demonstrating the effectiveness, efficiency, relevance, sustainability, and impact of the plan. This comprehensive approach would ensure that the evaluation is thorough and provides valuable insights into future planning and decision-making. Key components of the evaluation framework to be considered so as to ensure relevant results regarding effectiveness, efficiency, relevance, sustainability, and the plan's impact are listed in Box 16 with measurable success indicators outlined in Annex IX.

Box 16: Key Components of the Evaluation Framework

Components	Description
Objectives and Goals	Clearly defined objectives and goals that the evaluation aims to achieve.
Indicators	Specific, measurable indicators that will be used to assess progress towards the objectives.
Data Collection Methods	The methods and tools that will be used to collect data, such as surveys, interviews, focus groups, and observations.
Data Analysis	The techniques and processes that will be used to analyze the collected data.
Stakeholder Involvement	Identification of key stakeholders and their roles in the evaluation process.
Reporting and Dissemination	How the findings will be reported and shared with stakeholders.
Timeline	A detailed timeline for the evaluation process, including key milestones and deadlines.
Resources	The resources required for the evaluation, including budget, personnel, and materials.

7.7 Periodic Review Meetings and Reports

7.7.1 Meetings

Several review meetings shall be held and be guided by a well-crafted agenda to ensure productivity. The aim is to help the key units to stay focused and on course. It aids in keeping team members aligned, informed, and accountable for their respective roles, ultimately

driving the plan toward a successful completion. These meetings serve as crucial checkpoints for visualizing progress and aiding decision-making. Two critical review exercises shall be carried out periodically during the planned period, soliciting input from all stakeholders and team members. Deliberations and results of the two sets of review shall be aligned with several interventions for targeted and meaningful results and impact as shown in Table 12.

Table 12: Targeted Reviews and Key Interventions

Type of Review	Interventions
Regular Progress Reviews and Adjustments	***Progress Reviews***: Quarterly reports will be made, and meetings will be held to assess the performance of initiatives against the KPIs. ***Data Analysis***: The data collected to identify trends, successes, and areas needing improvement will be analyzed. ***Adjustments***: Based on the analysis, the necessary adjustments to strategies and activities to enhance performance and address any issues shall be made.
Quarterly and Annual Reviews	***Quarterly Reviews***: The Management Team will conduct in-depth reviews at the end of each quarter to evaluate short-term progress and make timely adjustments. ***Annual Reviews***: Comprehensive annual reviews shall be conducted to assess long-term progress, reevaluate strategies, and plan for the upcoming year.

7.7.2 Reporting Frequency

In addition to the holding of review meetings, periodic reports will be prepared and submitted to the Minister. These reports shall allow all those involved to track the plan progress, identify risks early on, manage the budget with greater visibility, and serve as sources of learning. Generally, the reports, listed below, will summarize efforts made that are related to mobilization, staffing, and progress on technical activities and results derived during the reporting period.

- **Monthly Monitoring Report:** Summary of activities, tracking progress towards implementing the plan and any immediate and rising issues. The Quarter 4

monitoring report will serve also as the summary monitoring report for the year in question.

- **Quarterly Report:** Preliminary review and updates on the plan's progress, outcomes, and emerging lessons and constraints. Quarterly reviews of KPIs and progress for each objective. These reports indicate the status of plan implementation delivery performance.

- **Annual Report:** Summarizing achievements, challenges, and adjustments, providing updates on the plan progress, outcomes, and emerging lessons and constraints. These reports indicate the status of implementation of the plan delivery performance.

- **Mid-term Evaluation Report**: Detailed review assessment of the plan delivery status shall be undertaken mid-way into its implementation stage to recalibrate targets and strategies. It shall focus on assessing the progress of program implementation against planned activities. The mid-term report shall also cover an assessment of progress made toward the achievement of program objectives, activities, and emerging lessons and constraints.

- **End-Term Evaluation Report:** To be prepared in the f4th quarter of Year 5 to assess overall impact and inform next strategic cycle. Detailed assessments of the plan's impact, effectiveness, and sustainability. The final evaluation is focused on (a) assessing if the program met the stated goals and objectives; (b) the effectiveness of the technical approach; and (c) development of the overarching lessons learned.

ANNEXES

Annex I: Foreign Ministry ECOWAS Alignment Strategy

1. Introduction

- **Purpose:** Outline the ministry's commitment to aligning national foreign policy with ECOWAS Vision 2050.
- **Scope:** Define the areas of cooperation—peace and security, governance, economic integration, sustainable development, and social inclusion.

2. Strategic Objectives

- **Peace, Security, and Stability:** Support ECOWAS peace initiatives, participate in regional security dialogues, and implement conflict prevention protocols.
- **Governance and Rule of Law:** Promote democratic values, good governance, and legal harmonization in line with ECOWAS standards.
- **Economic Integration:** Facilitate trade agreements, cross-border cooperation, and implementation of ECOWAS economic protocols.
- **Sustainable Development:** Align national development plans with ECOWAS's inclusive and sustainable growth agenda.
- **Social Inclusion:** Advance policies for gender equality, youth empowerment, and citizen engagement in regional integration.

3. Institutional Arrangements

- **ECOWAS Liaison Unit:** Establish a dedicated unit within the ministry to coordinate ECOWAS-related activities and monitor progress.
- **Inter-Ministerial Committee:** Create a committee with representatives from key ministries (trade, security, social affairs) to harmonize ECOWAS implementation.
- **Regular Consultations:** Schedule periodic meetings with ECOWAS officials, national stakeholders, and civil society.

4. Capacity Building

- **Training Programs:** Organize workshops for diplomats and staff on ECOWAS Vision 2050, protocols, and best practices.
- **Peer Learning:** Participate in regional exchanges and technical working groups.

5. Monitoring and Evaluation

- **Performance Indicators:** Track progress on ECOWAS objectives (e.g., number of regional agreements implemented, participation in ECOWAS meetings).
- **Reporting:** Submit regular reports to ECOWAS and national authorities on achievements and challenges.

6. Citizen Engagement

- **Outreach Campaigns:** Inform the public about ECOWAS Vision 2050 and the ministry's role.
- **Feedback Mechanisms:** Create channels for citizens to provide input on regional policies.

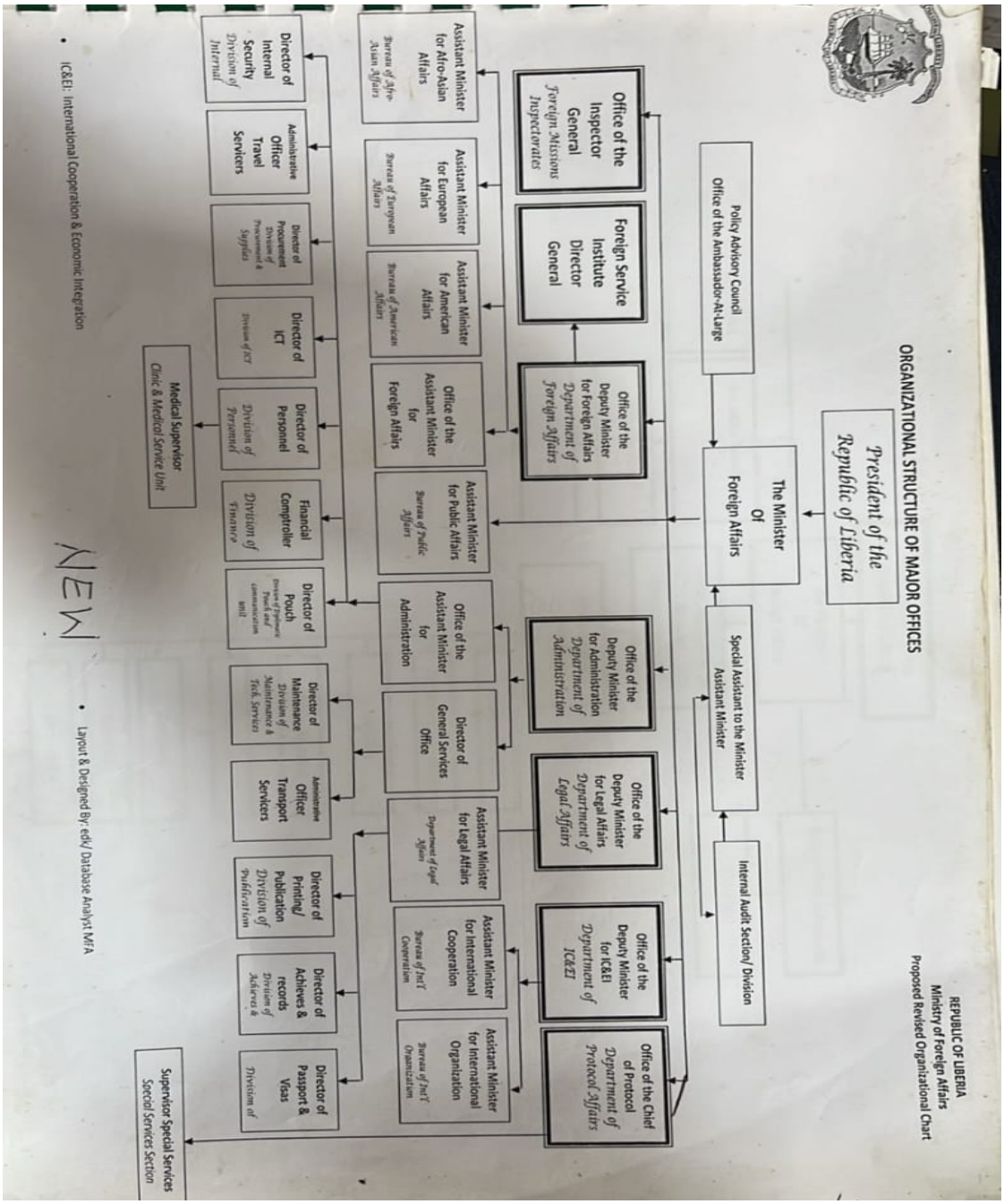
7. Challenges and Mitigation

- **Identify Key Challenges:** Resource constraints, implementation gaps, limited citizen awareness.
- **Mitigation Strategies:** Mobilize resources, strengthen partnerships, enhance communication.

Annex II: Alignment of Ministry's Mandate with UN SDGs

Ministry Focus Area	Relevant SDG(s)	Examples of Activities/Initiatives
Attracting Foreign Direct Investment, Trade and Investment Promotion, Economic Partnerships	SDG 8 (Decent Work & Economic Growth)	Trade missions, investment forums, special economic zones
Building Global Partnerships	SDG 17 (Partnerships for the Goals)	Bilateral/multilateral agreements, international cooperation
Education and Capacity Building (Diplomats, Exchanges)	SDG 4 (Quality Education)	Scholarships, academic exchanges, professional development
Peacebuilding, Conflict Prevention, Regional Security	SDG 16 (Peace, Justice & Strong Institutions)	Peacekeeping, mediation, legal/administrative reforms
Gender Equality and Feminist Foreign Policy	SDG 5 (Gender Equality)	Gender-responsive policies, women's leadership, gender mainstreaming
Climate Diplomacy, Environmental Agreements	SDG 13 (Climate Action), SDG 15 (Life on Land)	Climate negotiations, environmental sustainability initiatives
Health, Innovation, Social Inclusion	SDG 3 (Good Health & Well-being), SDG 9, SDG 10	Partnerships with WHO/World Bank, innovation programs, reducing inequalities
Cultural Diplomacy, People-to-People Exchanges	SDG 11 (Sustainable Cities & Communities)	Cultural festivals, exchange programs, diaspora engagement
Modernizing Legal & Administrative Frameworks, Digital Transformation	SDG 16 (Peace, Justice & Strong Institutions)	Automation, digitization, policy/law updates

Annex III: Organizational Chart for the Ministry



Annex IV: Elements of External Environment Analysis (PESTLE)

Political

Regional Stability:

- ***Global Governance***: Active participation in international bodies like the UN and AU enhances Liberia's ability to influence global policy and safeguard national interests.
- ***Domestic Politics***: Internal political stability and effective governance strengthen Liberia's credibility and engagement on the global stage.

Economic

- ***Global Trends***: Shifts in trade, investment flows, and global growth directly affect Liberia's economic diplomacy and foreign investment prospects.
- ***Resource Dependency***: Heavy reliance on natural resources (rubber, iron ore, timber) exposes Liberia to commodity price volatility. Diversification is critical for resilience.
- ***Aid and Debt***: Dependence on foreign aid and external debt shapes Liberia's economic stability and relations with donors and financial institutions.

Social

- ***Demographics***: Population growth and urbanization create both challenges and opportunities in education, health, and labor migration.
- ***Cultural Diplomacy***: Promoting Liberia's cultural heritage strengthens soft power and international alliances.
- ***Public Perception***: Global perceptions of Liberia influence diplomatic success, requiring proactive public diplomacy to build a positive image.

Technological

- ***Digital Transformation***: Expanding digital infrastructure is vital for modernization and competitiveness.
- ***Innovation***: Partnerships in science and technology can drive sustainable growth.
- ***Cybersecurity:*** Strong cybersecurity safeguards national security and builds trust in digital systems.

Legal

- ***International Law***: Compliance with treaties and conventions reinforces Liberia's global standing.
- ***Trade Agreements***: Bilateral and multilateral deals expand market access and economic opportunities.
- ***Human Rights***: Upholding international human rights standards enhances Liberia's reputation and partnerships.

Environmental

- ***Climate Change***: Addressing deforestation, biodiversity loss, and climate risks requires global cooperation and sustainable practices.

- ***Natural Disasters***: Preparedness and resilience demand international support and collaboration.
- ***Sustainability***: Commitment to environmental stewardship underpins long-term growth and partnerships.

Annex V: Locations of Liberia Foreign Missions

LIBERIAN EMBASSIES	LIBERIAN CONSULATES
Belgium - Brussels	Argentina - Buenos Aires, Consulate General
Cameroon - Yaounde	Austria - Vienna, Consulate
China - Beijing	Bangladesh - Dhaka, Consulate General
Congo (Democratic Republic) - Kinshasa	Burkina Faso - Ouagadougou, Consulate
Cote d'Ivoire - Abidjan	Chad - N'Djamena, Consulate
Egypt - Cairo	Curaçao - Willemstad, Consulate General
Ethiopia - Addis Ababa	Cyprus - Limassol, Consulate General
France - Paris	Dominican Republic - Santo Domingo, Consulate
Germany - Berlin	Gabon - Libreville, Consulate
Ghana - Accra	Gambia - Banjul, Consulate
Guinea - Conakry	Germany - Bremen, Consulate
Italy - Rome	Germany - Düsseldorf, Consulate
Japan - Tokyo	Germany - Hanover, Consulate
Kuwait - Kuwait City	Germany - Leipzig, Consulate
Morocco - Rabat	Greece - Athens, Consulate General
Nigeria - Abuja	Greece - Thessaloniki, Consulate
Qatar - Doha	India - New Delhi, Consulate
Saudi Arabia - Riyadh	Morocco - Dakhla, Consulate
Senegal - Dakar	Morocco - Tangier, Consulate
Sierra Leone - Freetown	Nigeria - Lagos, Consulate
South Africa - Pretoria	Norway - Oslo, Consulate General
United Kingdom - London	Russia - Moscow, Consulate
United States - Washington, D.C.	Spain - Madrid, Consulate General
	Spain - Las Palmas de Gran Canaria, Consulate
	Uganda - Kampala, Consulate
	United Arab Emirates - Dubai, Consulate General
	United States - Atlanta, Consulate General
	United States - New York, Consulate General
	United States - Tampa, Consulate

LIBERIAN MULTILATERAL MISSIONS
European Union - Brussels, Mission
United Nations - New York, Permanent Mission
African Union – Ethiopia
ECOWAS – Abuja, Nigeria

Annex VI: Key Performance Indicators (KPIs) and Timeline

KPIs	Timeline
Strategic Objective 1: Strengthen Bilateral and Multilateral Relationships	
➢ Number of new bilateral treaties and agreements signed annually ➢ Number of active multilateral partnerships (UN, AU, ECOWAS, etc.) ➢ Frequency of Liberia's participation in international summits and forums ➢ Improvement in international perception indices (e.g., global peace, governance) ➢ Number of high-level diplomatic visits and exchanges	➢ Year 1: Launch diplomatic campaigns, initiate new partnerships ➢ Year 2–3: Secure at least 3 new bilateral agreements and 2 multilateral partnerships ➢ Year 4–5: Maintain active participation in at least 5 major international forums annually; review and renew existing agreements
Strategic Objective 2: Attract Foreign Direct Investment, Strengthen Trade Facilitation, and Cultivate Economic Partnerships	
➢ Annual increase in FDI inflows (target: 10% growth per year) ➢ Number of trade facilitation reforms implemented ➢ Number of new economic partnerships and joint ventures established ➢ Number of trade missions and investment forums held ➢ Improvement in Liberia's ranking on the Ease of Doing Business Index	➢ Year 1: Identify priority sectors, launch marketing campaigns ➢ Year 2–3: Implement at least 2 major trade reforms, host 3 investment forums ➢ Year 4–5: Achieve cumulative FDI growth of 50%; establish 5 new economic partnerships
Strategic Objective 3: Showcase Liberia's Cultural Heritage and Promote People-to-People Exchanges	
➢ Number of cultural events and festivals organized annually (domestic and international) ➢ Number of cultural exchange programs initiated ➢ Growth in cultural tourism (measured by tourist arrivals and revenue) ➢ Number of bilateral cultural agreements signed ➢ Engagement metrics on digital platforms promoting Liberian culture	➢ Year 1: Organize at least 2 major cultural events; launch digital campaigns ➢ Year 2–3: Establish 3 new exchange programs; sign 2 cultural agreements ➢ Year 4–5: Increase cultural tourism by 20%; maintain annual events and exchanges ➢ Performance trips made by the cultural ambassadors to at least 6 strategic countries ➢ Year 3-4 At least 3 exchange visits undertaken ➢ Year 2-4 At least 3 MOU signed to foster collaboration and partnerships in arts and cultural affairs
Strategic Objective 4: Advance Global Peace and Security	
➢ Number of peacebuilding initiatives and conflict prevention programs supported ➢ Liberia's participation in regional peacekeeping missions	➢ Year 1: Launch at least 1 peacebuilding initiative; participate in 1 regional mission

➢ Number of regional cooperation agreements on security ➢ Reduction in regional conflict incidents (tracked via ECOWAS/MRU data) ➢ Number of training programs for diplomats on peace and security	➢ Year 2–3: Support 3 conflict prevention programs; sign 2 security cooperation agreements ➢ Year 4–5: Maintain active participation in peacekeeping; review impact annually
Strategic Objective 5: Construct New Embassies, Upgrade Infrastructure, Build Capacity, and Rotate Diplomats	
➢ Number of new embassies constructed and existing ones renovated ➢ Percentage of diplomatic staff receiving professional development annually ➢ Frequency of diplomatic staff rotation (target: every 3 years) ➢ Number of missions with upgraded IT and security systems ➢ Satisfaction ratings from host countries and partners	➢ Year 1: Assess infrastructure needs; begin renovations in 2 locations ➢ Year 2–3: Construct 2 new embassies; rotate 30% of diplomatic staff ➢ Year 4–5: Complete all planned upgrades; achieve 100% staff training coverage
Strategic Objective 6: Promote Gender Equality through a Feminist Foreign Policy	
➢ Percentage of women in diplomatic and leadership roles (target: 40% by Year 5) ➢ Number of gender-responsive policies and programs implemented ➢ Number of gender equality training sessions conducted ➢ Number of international gender equality initiatives supported ➢ Progress in gender parity targets (annual review)	➢ Year 1: Develop gender mainstreaming strategy; conduct baseline assessment ➢ Year 2–3: Achieve 30% female representation; implement 3 new gender policies ➢ Year 4–5: Reach 40% representation; support 5 international initiatives
Strategic Objective 7: Modernize Legal and Administrative Frameworks	
➢ Number of laws and policy documents reviewed and updated ➢ Percentage of financial and HR systems automated ➢ Number of files digitized and securely managed ➢ Reduction in processing time for administrative tasks (target: 50% by Year 5) ➢ Staff satisfaction with new systems (annual survey)	➢ Year 1: Audit existing laws and systems; begin automation pilot ➢ Year 2–3: Update 50% of policy documents; automate 60% of systems ➢ Year 4–5: Complete digitization; achieve full automation and review impact

Annex VII: Components and Instruments of the Campaign Strategy

Components	Interventions
Internal Communication and Team Development	
Feedback Mechanisms	Establish clear channels for staff and diplomats to provide feedback and suggestions, ensuring their perspectives are incorporated into decision-making processes.
Regular Briefings and Updates	**Quarterly Briefings:** Conduct quarterly sessions to share progress updates, highlight key developments, and address immediate concerns. **Quarterly Reports:** Circulate comprehensive reports summarizing achievements, challenges, and upcoming priorities.
Internal Newsletters and Communication Platforms	**Internal Newsletters:** Publish a monthly newsletter featuring updates, success stories, and important announcements related to the strategic initiative. **Digital Platforms:** Leverage intranets, email lists, and collaboration tools such as Slack and Microsoft Teams to maintain continuous communication and information sharing
Building a Cohesive and Motivated Team	**Vision and Mission Alignment:** Clearly communicate the initiative's vision and mission to ensure all team members are aligned with overarching goals. **Recognition and Rewards:** Implement systems to acknowledge and reward outstanding contributions, fostering a culture of appreciation and motivation.
Team-Building and Professional Development	**Team-Building Activities:** Organize retreats, workshops, and social events to strengthen collaboration and interpersonal relationships. **Professional Development:** Provide training programs, workshops, and seminars to enhance skills and knowledge across the team.
External Communication Plan	
Engaging International Partners and Stakeholders	**Stakeholder Mapping:** Identify and categorize key international partners, including governments, international organizations, NGOs, and private sector actors. **Regular Consultations:** Hold scheduled meetings and consultations to share progress, exchange insights, and gather feedback
Strategic Communication Campaigns	**Progress Reports:** Deliver regular reports to international partners, highlighting achievements, milestones, and future plans.

	Stakeholder Newsletters: Distribute periodic newsletters to keep stakeholders informed and engaged.
Public Awareness and Media Strategy	**Media Relations:** Build strong relationships with media outlets to ensure accurate and positive coverage. **Press Releases:** Issue press releases to announce significant milestones, achievements, and events. **Traditional Media:** Use newspapers, television, and radio to reach broad audiences and raise awareness. **Social Media Campaigns:** Execute campaigns on platforms such as Twitter, Facebook, LinkedIn, and Instagram to engage wider audiences and generate public interest.
Public Relations Campaigns to Enhance Liberia's Image	**Branding and Messaging:** Develop a cohesive branding and messaging strategy to positively portray Liberia's efforts globally. **Events and Conferences:** Host and participate in international events to showcase progress and strengthen partnerships. **Ambassador Programs:** Launch initiatives where influential figures and organizations advocate for Liberia's strategic priorities worldwide.

Annex VIII: Leadership Risk Factors in Strategic Plan Implementation

1. Lack of Clear Vision and Communication

   - If leaders do not articulate a clear, compelling vision or fail to communicate the strategy effectively and consistently, teams may lack direction, leading to confusion, misaligned priorities, and poor execution. This includes not translating high-level goals into actionable steps for different teams.

2. Weak Strategic Governance and Accountability

   - Ineffective leadership often results in weak governance structures, unclear roles, and a lack of accountability. Without strong oversight, strategic initiatives can drift, and critical milestones may be missed.

3. Resource Misallocation and Constraints

   - Leaders who are reluctant to shift resources or who allow allocations to be driven by non-strategic factors risk underfunding key initiatives. This can stall progress and undermine the plan's success.

4. Resistance to Change and Poor Organizational Culture

   - Leadership that fails to address resistance to change or does not foster a culture of collaboration and innovation can face internal friction, faulty operations, and lack of buy-in from staff.

5. Overemphasis on Operations, Neglecting Strategy

   - Leaders may become absorbed in day-to-day operations, losing sight of the broader strategic objectives. This disconnect between strategy and operations is a common cause of implementation failure.

6. Inadequate Measurement and Evaluation

   - Poor leadership can result in insufficient tracking of progress, lack of regular reviews, and weak feedback mechanisms, making it difficult to adjust strategies in response to challenges or changing circumstances.

7. Failure to Build Commitment and Engagement

   - Without visible and sustained commitment from leadership, employees may not be fully engaged or motivated to support the plan. Leaders must champion the strategy, model desired behaviours, and ensure ongoing communication.

8. Inflexibility and Poor Adaptation to Change

   - Leaders who do not build flexibility into the implementation plan or fail to adapt to new information, market shifts, or unforeseen challenges expose the organization to greater risk.

Annex IX: Success Indicators to Guide Plan Evaluation and Monitoring

Strategic Objective 1: Strengthen Bilateral and Multilateral Relationships
KPIs:

- Number of new bilateral treaties and agreements signed annually
- Number of active multilateral partnerships (UN, AU, ECOWAS, etc.)
- Frequency of Liberia's participation in international summits and forums
- Improvement in international perception indices (e.g., global peace, governance)
- Number of high-level diplomatic visits and exchanges

Timeline:

- Year 1: Launch diplomatic campaigns, initiate new partnerships
- Year 2–3: Secure at least 3 new bilateral agreements and 2 multilateral partnerships
- Year 4–5: Maintain active participation in at least 5 major international forums annually; review and renew existing agreements

Strategic Objective 2: Attract Foreign Direct Investment, Strengthen Trade and Investment Promotion, and Cultivate Economic Partnerships
KPIs:

- Annual increase in FDI inflows (target: 10% growth per year)
- Number of trade facilitation reforms implemented
- Number of new economic partnerships and joint ventures established
- Number of trade missions and investment forums held
- Improvement in Liberia's ranking on the Ease of Doing Business Index

Timeline:

- Year 1: Identify priority sectors, launch marketing campaigns
- Year 2–3: Implement at least 2 major trade reforms, host 3 investment forums
- Year 4–5: Achieve cumulative FDI growth of 50%; establish 5 new economic partnerships

Strategic Objective 3: Showcase Liberia's Cultural Heritage and Promote People-to-People Exchanges
KPIs:

- Number of cultural events and festivals organized annually (domestic and international)
- Number of cultural exchange programs initiated
- Growth in cultural tourism (measured by tourist arrivals and revenue)
- Number of bilateral cultural agreements signed
- Engagement metrics on digital platforms promoting Liberian culture

Timeline:

- Year 1: Organize at least 2 major cultural events; launch digital campaigns
- Year 2–3: Establish 3 new exchange programs; sign 2 cultural agreements
- Year 4–5: Increase cultural tourism by 20%; maintain annual events and exchanges

Strategic Objective 4: Advance Global Peace and Security
KPIs:

- Number of peacebuilding initiatives and conflict prevention programs supported

- Liberia's participation in regional peacekeeping missions
- Number of regional cooperation agreements on security
- Reduction in regional conflict incidents (tracked via ECOWAS/MRU data)
- Number of training programs for diplomats on peace and security

Timeline:

- Year 1: Launch at least 1 peacebuilding initiative; participate in 1 regional mission
- Year 2–3: Support 3 conflict prevention programs; sign 2 security cooperation agreements
- Year 4–5: Maintain active participation in peacekeeping; review impact annually

Strategic Objective 5: Construct New Embassies, Upgrade Infrastructure, Build Capacity, and Rotate Diplomats

KPIs:

- Number of new embassies constructed and existing ones renovated
- Percentage of diplomatic staff receiving professional development annually
- Frequency of diplomatic staff rotation (target: every 3 years)
- Number of missions with upgraded IT and security systems
- Satisfaction ratings from host countries and partners

Timeline:

- Year 1: Assess infrastructure needs; begin renovations in 2 locations
- Year 2–3: Construct 2 new embassies; rotate 30% of diplomatic staff
- Year 4–5: Complete all planned upgrades; achieve 100% staff training coverage

Strategic Objective 6: Promote Gender Equality through a Feminist Foreign Policy

KPIs:

- Percentage of women in diplomatic and leadership roles (target: 40% by Year 5)
- Number of gender-responsive policies and programs implemented
- Number of gender equality training sessions conducted
- Number of international gender equality initiatives supported
- Progress in gender parity targets (annual review)

Timeline:

- Year 1: Develop gender mainstreaming strategy; conduct baseline assessment
- Year 2–3: Achieve 30% female representation; implement 3 new gender policies
- Year 4–5: Reach 40% representation; support 5 international initiatives

Strategic Objective 7: Modernize Legal and Administrative Frameworks

KPIs:

- Number of laws and policy documents reviewed and updated
- Percentage of financial and HR systems automated
- Number of files digitized and securely managed
- Reduction in processing time for administrative tasks (target: 50% by Year 5)
- Staff satisfaction with new systems (annual survey)

Timeline:

- Year 1: Audit existing laws and systems; begin automation pilot
- Year 2–3: Update 50% of policy documents; automate 60% of systems

- Year 4–5: Complete digitization; achieve full automation and review impact