



Part 2:

The Strategy

Chapter Six

Consolidating Peace and Security

6.1 Introduction

¹ Security in Liberia has been a major concern since independence. Security forces have been used to intimidate and at times terrorize the population and intervene in the political process without respect for due process of law. The security forces contributed to a system in which economic benefits and political power accrued to the elite, leaving the majority of Liberians in insecurity and poverty. The civil conflict compounded these problems, as security forces became major contributors to violence, destruction, and denial of justice.

² When the current Government assumed office, it was confronted with a combination of more than a century of defective security sector governance, the legacy of a decade and a half of civil war, the lack of good governance, poor economic and natural resources management, the instability of the immediate sub-region, and the lack of strategies to address these situations. Key problems included a lack of professionalism, absence of control by democratically elected officials, absence of accountability to the rule of law, weak oversight, and inadequate resources. At the regional level, intra-state conflicts have been a major problem in West Africa and the Mano River Union sub-region for more than a decade. Liberia was the epicenter of that conflict.

³ Although the security situation has improved dramatically in the last few years, there is still a long way to go. The police force, the armed forces, and all other security forces need to be completely rebuilt. The process of broad security sector reform is off to a strong start, but must be completed as UNMIL begins to gradually draw down its peacekeepers over the next few years.

⁴ This is therefore the immediate focus of the National Security Sector Strategy for the Republic of Liberia (NSSRL) and its attendant Implementation Matrix (NSSRL-IM), which are inextricably linked with the PRS process. Like the PRS, the NSSRL was developed using a consultative process to ensure local ownership of the strategy and reflects the interrelationships between security, poverty, justice and peace. The past has shown how the vicious cycle of poverty, marginalization and inequity can drive conflict and further poverty. Accordingly, the Government's approach to addressing key sources of conflict, including poverty, will take into account the multidimensional nature of peace and security.

⁵ During the PRS county consultation process, many people pointed to crime – particularly rape, theft, and drug abuse – and lack of faith in the security agencies as important challenges. These issues continue to be key security and rule of law concerns and highlight the close connection between the

Governance and Rule of Law Pillars, and their institutional frameworks. Gender based violence (GBV) was used as weapon of war during the two-decade period of unrest. It remains widespread in Liberia, and was another significant security concern highlighted during county consultations.

⁶ The situation of Liberian youth was another major concern expressed at the county level; the prevailing increasing the risk of a return to violence. Coupled with the breakdown of traditional values and norms as a result of the war, the situation of youth is a potentially volatile security challenge.

⁷ Another major challenge is completing the process of reintegrating both refugees and internally displaced persons (IDPs) and ensuring that displaced persons are back in their communities with sustainable livelihoods. The conflict displaced an estimated 500,000 persons throughout the country, of which eighty percent constituted women and children.³⁶ During the immediate post-conflict period, more than 300,000 registered IDPs resided in 35 recognized IDP camps, predominantly in the suburbs of Monrovia. Between November 2004 and April 2007, an inter-agency operation assisted 326,990 IDPs to return and resettle in their counties of origin or preference, thereby enabling the complete closure of all 35 recognized displacement camps. With respect to refugees, of a total of 233,364 registered camp-based Liberian refugees in neighboring asylum countries, 157,467 have been voluntarily repatriated and reintegrated in their various counties of origin or preferred areas of return. Another 75,797 registered Liberian refugees currently remain in countries across West Africa, although approximately 40,000 are expected to begin returning from Ghana in September 2008.

6.2 Major Goals and Objectives

⁸ The central goal for the security sector is to create a secure and peaceful environment, both domestically and in the sub-region, that is conducive to sustainable, inclusive, and equitable growth and development.

⁹ In pursuit of this goal, the Government will focus on achieving three key objectives:

- Build and maintain effective national security institutions based in law and subject to civilian authority that are capable of defending Liberia and its inhabitants. As the UNMIL peacekeeping force draws down, the Government must build capable and professional security forces. Consistent with the NSSRL, the Government will restructure and refocus all security institutions and correctly train personnel in line with acceptable international standards, including promotion of gender equity and justice, accountability, ethical behavior, and professional conduct under full democratic civilian control. It will deploy security forces throughout the country to meet the security needs of the entire population. It will recruit new personnel via transparent and equitable vetting processes that reflect Liberia's diverse ethnic, gender and religious representation, with qualified personnel selected and promoted on merit, and receiving appropriate pay. The Government will aim for at least 20 percent of the security forces to be women, and for women to be represented appropriately at all levels of authority. It will ensure that all training curricula fully incorporate gender considerations and issues, and place special emphasis on protection of women and children.

- Build public confidence in the abilities of the security forces to maintain peace and security, comply with and enforce International Human Rights Laws and other norms, and protect against domestic and transnational crimes. The security forces must consolidate the transition from war to peace through pursuit of democracy, good governance and human security. They will also act impartially to safeguard people from violence and crime, allow their participation in decision-making, protect their basic rights, and help build an environment conducive to economic opportunity for all Liberians. Incidents of corruption and police brutality will be reduced, and security forces will adopt community policing, problem solving and crime prevention methods that are sensitive to issues confronting marginalized groups, including women, youth, and persons with disabilities. Special emphasis will be placed on addressing issues of GBV (See box below.).

³⁶ Data in this paragraph comes from LRRRC, 2007

- Promote domestic and sub-regional peace and security through close cooperation, coordination and adoption of best practices. Liberian security forces are aiming to adopt systems and practices that are consistent with other ECOWAS and MRU sub-region countries so as to facilitate regional and sub-regional cooperation and improve Liberia's security and stability. Such cooperation has direct potential effects on poverty as it represents a precondition for economic cooperation.

¹⁰ To achieve these objectives, the Government will pursue policies and programs in three areas: Restructuring and reforming security institutions, strengthening human and personal security, and building and maintaining regional peace and security.

6.3 Restructuring and Reforming Security Institutions

¹¹ Restructuring and reforming security institutions are central to Liberia's national security. In the past, national security institutions were characterized by a lack of professionalism and accountability, gross abuse of human rights, adoption of unconventional practices in security functions, hiring untrained individuals to render national security services, and poor security management. Presently the general population enjoys security protection that is largely dependent upon UNMIL resources and expertise. To build a strong new Liberian security architecture force, the Government and its partners are developing a sector-wide security implementation plan to bring Liberian led and owned coordination and cohesion to developmental efforts. This includes conducting training and building capacity in all of the key Liberian national security institutions based on internationally recognized and acceptable curricula with gender sensitive modules. Specifically the Government and its partners are training:

- 2,000 soldiers for the Armed Forces of Liberia (AFL);
- 3,500 National Police officers;
- 500 Emergency Response Unit (ERU) officers for the LNP as a specialized armed anti-crime unit;
- 91 civilian staff for the Ministry of National Defense;
- 2,000 Bureau of Immigration and Naturalization officers;
- 200 National Security Agency (NSA) officers; and
- a significant number of officers for the Special Security Service (SSS) and the Liberia National Fire Service (LNFS).

¹² The transformed institutions will be fully subjected to civilian management and oversight, especially legislative oversight. This is essential because of the prolonged years of war and mismanagement, which factionalized the sector and undermined its image and the public confidence. The Government will work to create civilian oversight mechanisms to ensure that law enforcement and security agencies adhere to high ethical standards and professional conduct. It will establish a complaint procedure to enable proper and independent pursuit of complaints about unlawful activities by security personnel.

¹³ The roles of the various security institutions during the PRS period and various institutional reforms are set out in full detail in the NSSRL-IM and are summarized as follows: The National Security Council (NSC), chaired by the President and comprising all the Ministers of Government, will continue to be the highest security coordinating body in the country with sole responsibility for national security policy issues. The Government will develop a county- and district-based security mechanism which will report to the NSC, enabling effective and accountable security coordination between the Government and local government, civil society, and traditional leaders. This mechanism will facilitate the consideration of people's security concerns at the appropriate level and the passing on of those concerns to the Government for further action where appropriate. This mechanism will

also assist with cross-border security coordination with sub-regional neighbors.

- ¹⁴ The Government aims to build an efficient process for the assessment and rapid dissemination of accurate intelligence in order to properly support senior decision-makers. The goal is to build a mechanism to provide multi-agency intelligence assessments that are coordinated and objective. This will enable the strategic management and exchange of intelligence among agencies to keep the Government abreast of developing national security threats. Periodic security threat reviews shall be conducted to help in preparing appropriate security responses. In addition, the National Security Agency (NSA) will continue to serve as Liberia's lead agency for national intelligence and counter-intelligence, as well as the focal point for intelligence-gathering and provision of counter-intelligence for the Office of the President. Over the PRS period, NSA and other intelligence-gathering bodies shall be further developed to better respond to changing domestic, regional, and global threats according to a system of National Intelligence Requirements (NIRs).
- ¹⁵ In order to rationalize and reform the structure of the security apparatus, the Government will seek to repeal the laws that created the National Bureau of Investigation (NBI) and the Drug Enforcement Agency (DEA) and transfer some of their related duties, responsibilities and operations to the LNP. It will also propose the repeal of the statute that created the Ministry of National Security (MNS) and merge the operational functions and re-vetted personnel of the MNS with the NSA. This will eliminate excessive duplication and overlapping of functions, reduce bureaucracy, and increase law enforcement efficiency and accountability.
- ¹⁶ The LNP will be the primary operational agency responsible for internal security, and will be restructured to ensure greater effectiveness and efficiency. In particular, the LNP will reassess its recruitment and vetting practices, before being expanded to address shortages of personnel across the country. They will be better trained to address personal crime, to reduce incidents of corruption and police harassment, and to strengthen the confidence of the local communities in the police, as discussed below. The LNP will also receive a new specialist-trained armed branch to be called the Emergency Response Unit (ERU) to deal with situations requiring the controlled use of arms. The new AFL will be trained for the unusual event that they are needed to support the civil administration, in which case they would be subject to civilian control. However, any deployment of the military in support of the civil administration will be regulated by clear and legally accepted principles to ensure clear lines of command and control.
- ¹⁷ The AFL will be restructured to make it a viable and sustainable force that can defend the territorial integrity of Liberia against external aggression and assist in response to natural disasters. A separate Defense Policy will be prepared to address the duties and functions of the Armed Forces of Liberia in greater detail.
- ¹⁸ The Government will establish a professional mentor relationship in the new Officers Corps for the AFL, with properly vetted and trained officers capable of leading an armed force in a democratic post-conflict environment. This mentoring arrangement will be designed to reverse the deep-seated public mistrust of the Liberian military. To implement this program, the Government will seek well-trained personnel with good human rights records to lead the new AFL during this democratic post-conflict era, including personnel from the dissolved AFL and possibly from other military forces in the region. The Government will also work with neighboring countries to establish mentoring relationships between senior members of the security forces.
- ¹⁹ The Liberia Coast Guard (LCG) will be revitalized to ensure the security of Liberia's maritime borders and natural resources therein. This will represent another significant security sector contribution to reducing poverty-assisting revenue generation and protection for the Liberian economy. Such revitalization will include training of the LCG to tackle smuggling and to conduct Search and Rescue (SAR) activities, while working within an integrated regional maritime security network.
- ²⁰ Liberia's land borders and entry points need to be adequately protected to prevent illegal entrants, trafficking of narcotic substances, child trafficking, and other illegal activities. Development and restructur-

ing of the Bureau of Immigration and Naturalization (BIN) will be a key element of government strategy to address these concerns. All the restructuring plans for the development of the security services including those of the Bureau of Corrections, Liberia National Fire Service (LNFS), Special Security Service (SSS) and the Customs and Excise Service will be expressed in full detail in the NSSRL-IM as referred to in the PRS Security Pillar matrix at the end of this chapter.

²¹ In restructuring and reorganizing its national security institutions, the Government will address the structural discrimination that occurs in incentive systems, operational structures, and bureaucratic procedures against women, persons with HIV and AIDS, persons with disabilities and others. Discrimination has a negative impact on the morale and performance of new recruits, undermines delivery and quality of services, and affirms destructive attitudes and practices such as GBV. Institutional reform will ensure the adoption of justice and equality as core values and allow for equal access and protection both within the security sector agencies and for the citizens that they exist to serve. Toward this end, all agencies in the sector will adopt a Code of Conduct covering issues such as discrimination and domestic violence, a Sexual Harassment Policy, and other related personnel policies, and they will take steps to ensure that appropriate mechanisms are established to handle violations of these policies. The security agencies will develop HIV and AIDS policies, including providing information on prevention, counseling, and treatment options. To ensure that gender concerns are incorporated to build an inclusive working environment, each agency will include a gender-sensitive syllabus into training curricula and a Gender Advisor will be appointed in each agency to identify opportunities for capacity building of female personnel. Disability-sensitive modules will also be included in the training curricula for all security institutions to improve skills and service delivery to persons with disabilities.

6.4 Strengthening Human and Personal Security

²² The Government is responsible for protecting the citizens of Liberia from threats or physical violence that endanger their basic survival, be it from within the country or from other countries, or from violent individuals or groups. Focusing on human security requires that the Government take a broad view of security that recognizes the importance of human rights, good governance and access to economic opportunity, education and health care.

²³ Though the threat of an armed conflict has reduced, increases in armed robbery and related secondary crimes (particularly rape) and vigilantism are significant threats to individual and community security. This problem is linked to high unemployment among ex-combatants and ex-servicemen. The PRS consultative process revealed substantial public concern about personal crime at the county level. There is also a strong link between crime, unemployment, lack of investor confidence and insecurity.

²⁴ The police and other security agencies will be trained to cooperate closely in a structured system of national, county and district-level security committees, which also involve local government, is important in gaining the confidence of local communities to combat crime and underpin the rule of law and is a key ongoing part of the Government's efforts to improve human and economic security. In particular, the LNP will formulate prevention programs to combat crimes, especially armed robbery. It will conduct community crime sensitization



Gender Based Violence in Liberia (GBV)

GBV continues to be a major problem, particularly for adolescent girls. Recent studies conducted in ten of the fifteen counties indicate a high prevalence of GBV, which appears to be embedded in a combination of cultural beliefs and behavior acquired during the war years. During the conflict, the perpetrators of GBV were mainly members of the various fighting forces; more recently the perpetrators are ex-combatants, community or family members, teachers and husbands/partners.

GBV impacts the physical and psychosocial wellbeing of survivors long after the abuses are committed. The predominant social and economic consequences of rape are stigmatization by the community and families, divorce/partner abandonment, transmission of sexually transmitted infection including HIV, and unwanted pregnancy. Because of stigmatization, many GBV survivors are unwilling to seek medical/professional help or even to report the assault. In addition, they are deterred by the difficulty and danger of reporting due to gaps in legal, protection, health and psychosocial services that fail to ensure confidentiality and supportive services that GBV survivors need. In many instances, survivors and their families feel that those providing services demonstrate insensitive behavior, including blaming the survivor.

According to the LNP, rape and other sexual offenses rank among the most common crimes reported nationwide. But challenges within the legal/justice, security, health and psychosocial sectors prevail, including lack of data, weak legal and protection systems, shortages of human resources, limited technical capacity, and few financial resources.

To address the gaps, the Government has formed the National GBV Task Force, as well as a GBV Secretariat within the Ministry of Gender and Development. It developed a National GBV Plan of Action to provide appropriate skills to health professionals; improve documentation and reporting on clinical evidence; reform the legal system to deal more efficiently and expeditiously with violence; establish systems and outreach services for survivors; and ensure that women and girls have access to economic and social empowerment programs. Much progress has been made, but a great deal of human, financial and logistical resources are still needed to ensure that lasting change can take place.

campaigns regularly to educate communities about basic measures of preventing armed robbery, as well as specialized programs to involve women in crime prevention and to support to victims of crime. The LNP will increase its presence at night via foot and mobile patrols at the community level, and will expand its presence across the country as staff size allows. It will also develop strategies and training programs to respond quickly to cases of local unrest, land conflict, or ethnic clashes. Given that the history of police-citizen relationships is one characterized by fear and mistrust, a new emphasis on involving local communities and adoption of more citizen-friendly policing methods will improve police-citizen relationships. The LNP and other security agencies will formulate policies to reduce the incidence of corruption, police brutality, and other ethical violations.

²⁵ Specific measures will be put in place to strengthen the security sector agencies, in particular LNP, to implement the National Plan of Action against Gender Based Violence. In addition to gender-sensitive training for all personnel, emphasis will be placed on strengthening the Women and Children Protection Division in LNP and its units at the county level. The LNP and the judicial services will train staff in appropriately handling cases of sexual exploitation and abuse, and also develop clear guidelines for referral and case management for GBV cases. Training will also be undertaken to raise awareness of the rights and special needs of persons with disabilities. National and community-based mechanisms to prevent violence, abuse and exploitation of children and youth will also be developed.

²⁶ Drug trafficking is an emerging threat in West Africa, including Liberia. Two recent and significant drugs seizures off the West African coast confirm that Liberia, like some of its West African neighbors,

may be targeted as a transit point for shipping heroin and cocaine to the US and Europe. Marijuana is also cultivated domestically. The high level of young unemployed is a potential source of cheap drug runners, and the lack of a functioning coastguard and perceived weak airport, port and land border security make Liberia attractive to drug traffickers. Drugs are inextricably linked with other domestic crimes, posing threats to rural communities and development activities. As part of security restructuring, Government will merge the Drugs Enforcement Agency (DEA) with the LNP and strengthen its counter-narcotics capability via provision of standardized training, logistics, and modern equipment. The Bureau of Immigration and Naturalization (BIN), the Coast Guard, Airport Security and other security agencies will buttress the LNP's efforts in combating the traffic in illegal drugs through the provision of improved intelligence cooperation and greater vigilance and collaboration at airport, seaport, and land borders. Overcrowded prisons and a weak bail system also pose security threats. Those least able to pay bail are often the ones remanded in custody (in many cases for minor offences), thereby overfilling the Monrovia Central Prison. Serious criminals such as drug dealers, who pose a greater threat to the community, can afford to pay bail and avoid prison custody. The apprehended criminals reappear on bail to intimidate both LNP officers and witnesses. This seriously deters LNP's efforts to remove hard core criminals from the streets and improve security. The Government therefore intends to renovate existing correction facilities/structures and construct additional facilities to address prison overcrowding. The Government will seek to amend the Penal Law of Liberia to ensure that serious criminal offenses become non-bailable offenses. As discussed in Chapter Eight, the juvenile justice system will be reformed and its capacity built to adequately protect the rights of minors in line with the "parens patriae" philosophy. Government will ensure that the skills of juvenile officers of the LNP are improved in line with professional standards.

²⁷ Fires resulting in death and destruction of property are an all-too-often occurrence. Most houses lack electricity and the widespread use of candles and coal pots increases the risk of fire. In addition, the fire service is inadequately equipped. Inability to provide fire protection damages the confidence of the people and investors. The Government is keen to ensure that the National Fire Service of Liberia (NFS) is provided with the needed logistics and contemporary firefighting equipment, and to train fire fighters to effectively provide the necessary fire prevention education and protection. The Government will therefore conduct periodic national fire prevention sensitization campaigns to educate the population. Training exercises will be conducted for personnel of the NFS using a curriculum that conforms to international standards. There will also be regular refresher training for fire fighters to upgrade their skills in contemporary techniques.

²⁸ A range of issues related to land and property ownership continue to pose security threats. Communal land and boundary disputes between ethnic and clan groups have historically been a source of inter-ethnic conflicts. Land appropriation and tenure arrangements work to the disadvantage of historically marginalized groups, creating resentment. Concessions awarded to foreign firms in the past have often ignored the rights of local communities. Local communities' claims to forest resources and illegal occupation of private land holdings also threaten to spark violent conflicts and over-burden already weak local and national conflict resolution mechanisms. The next chapter discusses the specific steps that the Government plans to take in this area, including reviewing some concession agreements, and establishing a Land Commission.

²⁹ Liberia's recent history shows the potential threat posed by ethnic hatred and tension. The war exacerbated hatred, tension and mistrust, and ethnicity can be easily politicized. The Government will seek to address these issues to maintain the peace. In particular, the Government will conduct a tribal/ethnic conflict diagnostic assessment to determine specific ethnic tension concentrations. The assessment will inform the tribal/ethnic reconciliation program formulation process.

³⁰ To promote respect for and protection of human rights, soldiers and officers of security and law enforcement agencies will be legally responsible for ensuring that human rights are not abused and that no act of human rights abuse will go with impunity. Human rights violators will be arrested, charged appropriately, and tried in a court of competent jurisdiction in line with Liberian law. The curricula of the AFL and other security institutions will strongly emphasize human rights education to prepare them for effective enforcement of human rights, including issues related to gender based violence. Soldiers

caught violating human rights will be sent to the Court Martial Board to ensure justice in accordance with the Uniform Code of Military Justice (UCMJ). Other security officers who violate human rights will be subject to the due process of law to ensure respect for and protection of human rights.

- ³¹ The process of retiring ex-servicemen and re-integrating ex-combatants has gone well, but some still pose a lingering security threat. About 17,000 ex-servicemen have been retired from the army, police, SSS and other agencies. Although the Government has made the required severance payments, some continue to demand more benefits. The Government's Disarmament, Demobilization, Reintegration and Rehabilitation (DDRR) program, completed in 2004, demobilized 103,019 ex-combatants. However, there are believed to be 9,000 ex-fighters who remained outside the Rehabilitation and Reintegration program. Some reportedly went to the Ivory Coast and are still at large. Some have fought in Guinea and Sierra Leone and represent a continuing national and regional security threat. Separately, there are others who are only now claiming to be ex-combatants and who were never registered as such under the DDRR process.
- ³² Both ex-servicemen and ex-combatants constitute national and local threats where they feel marginalized and excluded. As restructuring of the security sector continues in line with the NSSRL, further retirement of excess staff will also be required. The Government is considering a series of measures to ensure that their concerns are addressed and to facilitate their proper reintegration into society. The establishment of the Veterans' Bureau is one such effort, providing education and employment programs. The lifespan of the National Commission on Disarmament, Demobilization, Rehabilitation and Reintegration (NCDDRR) has also been extended to address specific issues associated with the rehabilitation and reintegration of the ex-combatants, though support for the NCDDRR will end during 2008. In addition, the Government's economic strategy and capacity building initiatives (discussed in Chapters Seven and Twelve, respectively) aim to generate employment opportunities that will help diffuse the threats that stem from household economic insecurity.
- ³³ While the sudden, unanticipated return of approximately 40,000 Liberian refugees from Ghana presents a significant challenge, the Government intends to conclude the process of refugee repatriation and reintegration during the PRS period. As part of this program, tripartite conferences will be held between UNHCR, the Government of Liberia and the governments of countries where Liberians have sought refuge, to develop durable solutions. The Government will also ensure that basic social services are available through community empowerment and assistance programs, including services relating to income generation, education, agriculture and temporary shelter.
- ³⁴ In all of its security agencies, the Government will build systems for accountability and governance to assure that security personnel adhere to high standards of professional conduct and ethical behavior. Leaders of the security agencies will work closely with political leaders and civil society to increase the level of public monitoring. They will work with local leaders to create county- and district-level committees, coordinated with local government and other community leaders, to provide a forum through which security issues can be addressed locally.

6.5 Building and Maintaining Regional Peace and Security

- ³⁵ Over the last fifteen years, the Mano River basin has been an unstable sub-region. Liberia was at the epicenter of this instability, as the Liberian civil war extended to neighboring Sierra Leone. Guinea and Cote d'Ivoire have also suffered instability. Against this regional backdrop, Liberia is attempting to reform and to address wider sub-regional issues as part of its national security policy, since fragility of immediate neighboring states poses a potentially significant problem. In the absence of regional stability, trade between neighboring countries breaks down, with the result that national economies stagnate and poverty is not reduced. The Government will work to cement the growing bilateral and multilateral security cooperation between member states of the Mano River Union (MRU), ECOWAS, and the African Union, to meet the many transnational organized crime and security threats that require international collaboration.

³⁶ The AFL will, in due course, participate fully in international peace and security arrangements including the ECOWAS Standby Force (ESF), African Union Standby Force (ASF), UN Peacekeeping, and others, so as to advance their professionalism. This will be done bearing in mind the uncompromised statutory responsibility to safeguard the integrity, sovereignty and political independence of Liberia's territory and resources.

³⁷ Finally, the Government will seek the support of countries within ECOWAS and the African Union, as well as UNMIL and other international partners, to assist the LNP in becoming a functioning part of the greater sub-regional security, intelligence and law enforcement effort.

PRS Priority Action Matrix – Peace and Security

Issue	Priority Interventions	Delivery Date	Lead Ministry / Agency
Goal: To create a secure and peaceful environment, both domestically and in the sub-region, that is conducive to sustainable, inclusive, and equitable growth and development.			
Strategic objective 1: To provide strategic and statutory guidance for security institutions			
The sector suffers from overlapping and duplication of security functions among security institutions, lack of accountability, and defective management of the security sector.	Formulation and Implementation of NSSRL-IM consistent with the PRS Cycle and annual validation exercises with associated costings	April 2008-April 2010	MoJ, LNP, BIN, NFS, Corrections, NSA, SSS, MoD AFL, ONSA
	Streamline security institutions to curb proliferation of agencies	April-December 2008	MoJ, MoD, NSC
	Repeal and amend statutory provisions of streamlined security agencies and that of host agencies in line with the NSSRL and National Security Architecture	December 2008	MoJ, MoD, NSC
	Formulate Standard Operating Procedures for the new architecture	December 2008	Security Institutions
	Execute and monitor the Concept of Operation (Con-Ops) of national security agencies, including national security exercises	December 2010	MoD, MoJ, Security Institutions
	Review NSSRL and NSSRL-IM in line with end of the three-year PRS period	December 2010	Security Pillar
	Include gender sensitive, disabilities sensitive, and environment sensitive modules in curricula of security institutions	December 2008	MoD, MoJ, MoGD,

Strategic objective 2: To build the capacity of security institutions			
Training is still needed for some security institutions, and security institutions lack logistics, equipment, and adequate remuneration for operation.	Reassess the ongoing vetting process and other practices relating to the recruitment, training, and deployment of LNP personnel, including consideration of establishing merit-based standards, entry requirements, accountable procedures for promotion and assignment, a Civilian Oversight Board and mentorship programs	April-December 2008	MOJ, LNP
	Establish the National Coast Guard pending enactment of the Defense Act	July 2008	MoD
	Complete initial force development, including mentoring programs, of the Armed Forces of Liberia	December 2010	MoD
	Prepare curriculum and training modules, train officers and fire fighters of the National Fire Service (NFS)	December 2009	NFS
	Train the Emergency Response Unit (ERU) of the LNP	December 2009	LNP
	Deactivate, vet and recruit, and train officers of the Bureau of Immigration and Naturalization (BIN)	December 2010	BIN
	Recruit and train officers of the National Security Agency (NSA)	December 2009	NSA
	Conduct an operational needs assessment of security institutions	June 2008	AFL, LNP, BIN, NSA, NFS, SSS
	Prepare a medium-term budget for each national security institution to meet operational needs	December 2008	BoB, MoF, MoD MoJ, Security Institutions
Strategic objective 3: To provide adequate territorial protection and law enforcement services to the general population of Liberia			
Inadequate presence of security officers throughout Liberia, security institutions are not yet in full control of security responsibility.	Enhance Community-Oriented Policing to improve relations between civilians and security institutions	December 2008	MoJ, LNP
	Prepare comprehensive deployment plans for security institutions	December 2008	Security Institutions
	Execute deployment plans for security institutions	December 2010	Security Institutions
	Regular situational and scenario exercises in preparation for national security forces to take over security responsibilities from UNMIL	December 2010	Security Institutions
	Provide adequate human and personal security, especially for women and girls of school age and persons with disabilities, including ensuring more speedy prosecution of violations against human security	2008-2011	MoD, MoJ
Strategic objective 4: To ensure institutional participation in security governance and functions			
Civilians and local authorities are excluded from participating in security governance. Female participation in security functions is inadequate.	Develop a county-based security mechanism to coordinate and promote local management of peace and security, including civilian and local government participation in security governance	December 2008	MoD, MoJ, MIA
	Reinforce the initiative to realize 20 percent women's participation in the military and various security agencies	December 2010	MoGD, MoD, MoJ