



MINISTRY OF POST AND TELECOMMUNICATIONS

FIVE-YEAR STRATEGIC PLAN

2025



2029

Theme: Digital Liberia: Equity, Sovereignty, and Innovation for a Connected Future

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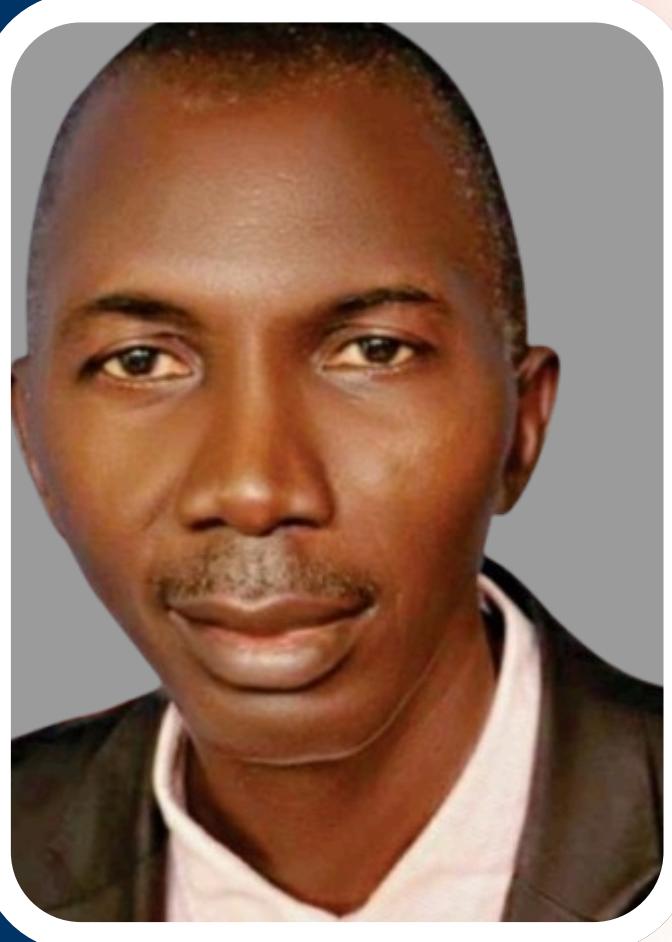


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MESSAGE



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Liberia's Information Communications Technology (ICT) and Postal sector is undergoing rapid and profound transformation. As the Ministry of Posts and Telecommunications (MoPT), our core responsibility is to govern the policy, infrastructure, and regulatory frameworks of this evolving sector. This Strategic Plan for 2025–2029 is our deliberate and determined response to the changing digital landscape, demonstrating our unwavering commitment to leveraging technology as a catalyst for national development.

This plan builds upon Liberia's previous ICT Policies, which set the foundational goal of establishing a knowledge-based economy and an inclusive information society. However, it is essential to confront current challenges head-on. Significant infrastructure deficits persist, notably in rural and remote areas where limited broadband access and inactive base stations continue to hinder comprehensive connectivity. Despite these obstacles, the convergence of postal and telecommunications services—fueled by the digitization of logistics, e-commerce, and digital financial services—presents not only new complexities but also unique opportunities to modernize service delivery nationally.



Globally and regionally, there is a pressing and widely recognized need for strong digital services. To effectively implement e-government, digital identity, and universal broadband access, Liberia must quickly improve its capabilities and reinforce its regulatory frameworks. This Strategic Plan is therefore essential; it guarantees that the Ministry's infrastructure projects are not just ambitious but are also strictly aligned with national priorities. Considering the major sector reforms underway, this document is firmly rooted in the National Vision and fully integrated with the ARREST Agenda for Inclusive Development (AAID).

This document serves as the definitive roadmap, setting the course for the Ministry's enacted mandate in the infrastructure sector. It outlines key decisions related to planning, financing, and management, ensuring that every investment directly supports the broader goal of socio-economic transformation. Importantly, the plan includes mechanisms for ongoing monitoring and focused evaluation to track progress and ensure continuous improvement toward our stated objectives.

Successful implementation requires more than just policy; it necessitates a results-oriented framework, a dedicated staff, and a focused professional team of technical experts. Furthermore, securing adequate financial resources is essential to place our infrastructure sector on a sustainable and consistent growth trajectory. We call for a renewed focus and absolute commitment from all stakeholders—MACs, private sector actors, and partners. Together, we possess the collective will to deliver on this plan and achieve the results the Liberian people rightfully deserve.

ACKNOWLEDGEMENT

The Ministry of Posts and Telecommunications (MOPT) extends its profound gratitude to all individuals and institutions whose dedication, expertise, and collaborative spirit were instrumental in shaping this Five-Year Strategic Plan (2025-2029). Our work is deeply rooted in the national vision championed by **His Excellency, President Joseph Nyuma Boakai**. We especially thank the President and the Cabinet for providing decisive leadership and strategic direction under the A.R.R.E.S.T. Agenda for Inclusive Development. This plan is a direct reflection of the Government of Liberia's commitment to leveraging digital technology/ICT as the ultimate cross-cutting enabler for national progress.

We recognize the invaluable contributions from the dedicated MOPT Technical Team and Staff, whose rigorous analysis, commitment, and tireless efforts underpinned the drafting process. This Strategic Plan builds upon the foundational work of the National ICT Policy and the "Whole of Government" National Digital Strategy. We recognize the foresight of those previous efforts, which laid the necessary groundwork for our current pursuit of Digital Liberia: Equity, Sovereignty, and Innovation for a Connected Future



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EXECUTIVE SUMMARY

The Ministry of Posts and Telecommunications (MOPT) presents this 5-Year Strategic Plan (2025-2029) as the Government of Liberia's definitive blueprint to transform our nation into a digitally sovereign, equitable, and innovation-driven society. This plan is not a standalone document; it is the implementation framework for the National ICT Policy and the "Whole of Government" National Digital Strategy, and it is fully aligned with the development priorities of President Joseph Nyuma Boakai's ARREST Agenda for Inclusive Development.

Our theme is "**Digital Liberia: Equity, Sovereignty, and Innovation for a Connected Future.**" This plan moves Liberia from a position of digital dependency to one of digital ownership and self-sufficiency.



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MOPT STRATEGY IS FOUNDED ON EIGHT CORE PRIORITIES, WHICH ARE ORGANIZED WITHIN THE FOUR PILLARS OF THIS PLAN:

1. Universal Connectivity and Equity:

The Ministry of Posts and Telecommunications will ensure universal access through the expansion of the infrastructure for the provision of affordable, high-speed broadband connectivity to every citizen, leveraging existing connectivity mechanisms, including the ACE Cable, Satellite Connectivity, and the imminent Amical Cabral Submarine Cable System. We will ensure that rural, remote, underserved women, youth, and marginalized groups are reached, and enforce an Equitable ICT Participation Policy in all ICT contracts, ensuring our digital future is owned by Liberia.

2. National Digital Addressing and Postal Modernization:

The Ministry of Posts and Telecommunications will complete and operationalize the NDPAS as the foundational platform for e-Governance, land administration, revenue generation, postal modernization, and a thriving e-commerce logistics hub.



3. Cybersecurity and Data Sovereignty:

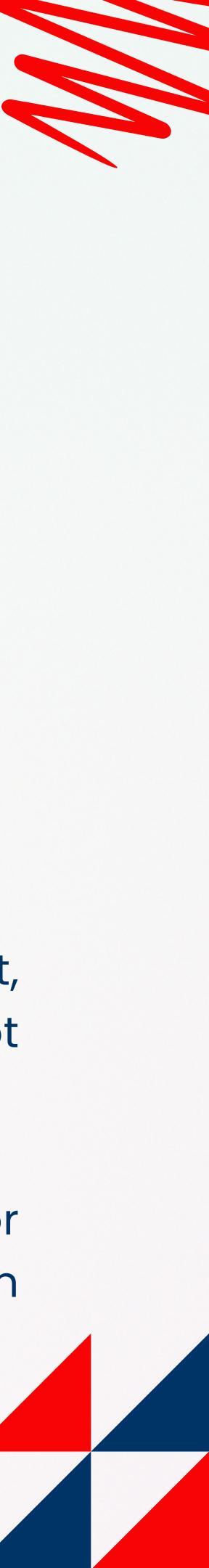
We will establish a secure, resilient, and self-determined digital environment by safeguarding our national infrastructure, by establishing a National Cybersecurity Center, National Data Center, developing data localization policies, and building a domestic National Computer Emergency Response Team (CERT).

4. E-Governance and Institutional Discipline:

The Ministry of Posts and Telecommunications will institutionalize digital discipline across all ministries, led by the office of the Chief Information Officer, to ensure interoperability, efficiency, and transparent public services.

5. Innovation and Diaspora Engagement:

The Ministry of Posts and Telecommunications will create an enabling environment for tech entrepreneurship, digital skills, and e-services. We will collaborate with academia, including the national research and education network (LRREN), innovation centers, and other stakeholders, to encourage research and innovation. We will accelerate local entrepreneurship and mobilize our greatest resource, the Liberian diaspora, through targeted investment vehicles.



A 2x7 grid of 14 blue dots, arranged in two rows of seven dots each.

6. Public-Partnerships & Local Content

MOPT will encourage collaboration between government, private sector, academia, and civil society institutions; strong local content and value-chain development.

7. Governance & Institutional Effectiveness

Ensuring transparent, forward-looking policies; strong institutional capacity within MoPT and partner agencies.

8. Postal and Institutional Reforms

Transforming the Liberia Posts into an autonomous state-owned enterprise, leading to the commercialization of the post into a postal business hub within the sub-region.

This plan represents a fundamental shift in our approach to national development, where digital transformation is the primary enabler for all sectors, including but not limited to **agriculture, education, health, roads, and tourism**.

By 2029, the Ministry of Posts and Telecommunications will have laid the groundwork for a secure, inclusive, and self-sustaining digital ecosystem, ensuring that every Liberian benefits from the opportunities of the 21st-century digital economy.



1. INTRODUCTION

The foundations laid by the National ICT Policies and the landing of the Africa Coast to Europe (ACE) cable provided us with a foothold. However, our progress has been hampered by significant challenges: a stark digital divide between Monrovia and the leeward counties, high data costs, siloed government systems, and a dependency on external funding.

The "**Whole of Government**" **National Digital Strategy** identified these gaps, noting that while 52 Ministries, Agencies, and Commissions (MACs) are connected to GovNet, these connections are often underutilized or inadequate. Our digital landscape is characterized by limited domestic fiber, reliance on 2G/3G in rural areas, and a developing legal framework for cybersecurity and data protection.

Furthermore, the global digital revolution now presents both a challenge and an unprecedented opportunity to accelerate development, leapfrog legacy constraints, and build a more prosperous, equitable, and resilient nation.



This 5-Year Strategic Plan (2025-2029) for the Ministry of Posts and Telecommunications (MoPT) is the Government of Liberia's definitive response to this imperative. It is a bold, forward-looking blueprint crafted to strategically position Liberia within the global digital landscape. Our vision, encapsulated in the theme **“Digital Liberia: Equity, Sovereignty, and Innovation for a Connected Future,”** is to ensure that every Liberian citizen, business, and government entity is empowered to thrive in the 21st-century digital economy.

This plan is conceived not in isolation, but as a vital engine for the national development agenda. It is intentionally and meticulously aligned with the Government of Liberia's A.R.R.E.S.T. Agenda (Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism), the ECOWAS Telecommunications & ICT Policy Framework, the African Union's Agenda 2063, ITU Strategic Plan 2024-2027, UPU Policy Framework, and the UN SDGs.

We recognize that digital transformation is not a standalone sector; rather, it is the cross-cutting enabler that can amplify impact, enhance efficiency, and unlock new possibilities across all national priorities. Just as roads connect our communities physically, digital infrastructure will connect them virtually, creating a seamless network for progress.



OUR VISION IS BUILT UPON THREE FOUNDATIONAL PILLARS:

1. Equity:

We are dedicated to fostering an inclusive digital future by aggressively addressing the profound digital divide—the gap between urban and rural, rich and poor. Our unwavering commitment is to ensure that all Liberians have access to high-quality, affordable digital tools and skills, irrespective of their location, gender, or socioeconomic background. This accessibility is essential for achieving our goal.

2. Sovereignty:

In today's interconnected global landscape, achieving control over our own digital fate is crucial. This strategic plan focuses on four key areas to establish a digitally sovereign Liberia: creating a **national data center**, securing our **national cyberspace**, safeguarding **personal data**, and developing strong **legal and regulatory frameworks**. For Liberia to be truly sovereign, it must also be digitally sovereign, possessing the capability to manage its critical information infrastructure and actively shape its digital future.



3. Innovation:

Liberia's digital transformation will shift its role from a technology consumer to a creator and innovator. This will be achieved by fully establishing an e-government and integrating systems across Ministries, Agencies, and Commissions (MACs). By modernizing public service delivery, investing in digital skills across all levels—from education to executive leadership—and fostering a vibrant ecosystem for tech entrepreneurship, we will unlock the creativity and ingenuity of the Liberian people.

This document presents a clear and actionable strategy, the result of extensive analysis. It is designed to serve as a practical operational guide for the government, a strong signal of commitment to the private sector and international partners, and a firm promise of empowerment to the people of Liberia. The successful execution of this plan demands a national collaborative effort, requiring the formation of robust public-private partnerships, leveraging the support of international development partners, civil society, and academia, and ensuring cooperation across all Ministries, Agencies, and Commissions (MACs).

Through the initiatives detailed herein, the Ministry of Posts and Telecommunications (MOPT) will be transformed into a vital catalyst for national development. Our collective mission is to build a Digital Liberia, a nation fully prepared to seize tomorrow's opportunities today. This will be achieved by connecting the unconnected, securing the digital realm, and inspiring a new generation of Liberian innovators.



1.1 LIBERIA AS THE CROSS-CUTTING ENABLER FOR A.R.R.E.S.T.

The following matrix and detailed initiatives illustrate the direct alignment and synergy between the "Digital Liberia" Strategic Pillars and the A.R.R.E.S.T. agenda.

A.R.R.E.S.T. Pillar	Alignment with "Digital Liberia" Strategic Pillars	Key Cross-Cutting Initiatives
Agriculture	<ul style="list-style-type: none"> Pillar 1 (Infrastructure): Connects farmers to markets and information. Pillar 3 (Innovation): Provides digital tools for farmers. 	Digital Farms Initiative: Mobile-based marketplaces, SMS-based weather alerts, and digital payment systems for farmers.
Roads	<ul style="list-style-type: none"> Pillar 1 (Infrastructure): Deploys fiber along road corridors. Pillar 3 (Innovation): Enables smart logistics and maintenance. 	Coordinated Fiber and Road Development: We will implement a "dig-once" policy to coordinate fiber optic deployment with major road construction projects. This approach ensures that pre-installed ducts are included in all new road corridors, which will significantly reduce the cost of broadband expansion.



Rule of Law	<ul style="list-style-type: none">• Pillar 2 (Sovereignty): Secures data and citizen identity.• Pillar 3 (Innovation): Modernizes justice delivery and the Postal System.	National Data Center, e-Justice, and National Digital Postal Address System (NDPAS): We will establish a secure national data center for local data hosting and implement comprehensive digitization of our justice system. This includes digitizing court records, facilitating virtual court hearings, and creating secure digital addresses essential for property registration, contract enforcement, and reliable judicial services. These initiatives will be safeguarded by a robust Cybersecurity framework designed to protect our legal and financial institutions.
Education	<ul style="list-style-type: none">• Pillar 1 (Infrastructure): Connect schools.• Pillar 3 (Innovation): Create digital learning platforms.	Liberia Digital Village (Rural Digital Inclusion) & School Connect: <ul style="list-style-type: none">• Universal School Connectivity: Expanding broadband access to all schools nationwide to enable smart classrooms and deploy digital curricula.• Teacher Empowerment: Providing digital skills training and necessary tools for teachers while implementing a digital school management system.• Rural Digital Access: Offering free solar power and internet access to homes and institutions to promote rural digital inclusion.• National Digital Training: Launching a National Digital Training Platform.• Cyber Corps Program: Training 5,000 young Liberians through the National Cyber Corps Program to establish a "Cyber Corps."



Sanitation	<ul style="list-style-type: none">Pillar 3 (Innovation): Enables smart public health management.	Smart Sanitation Monitoring: Leveraging ICT for health, the MOPT will collaborate with relevant stakeholders to implement Smart Sanitation Monitoring. This involves using IoT sensors for efficient waste management and GIS mapping to enhance public health campaigns. The National Digital Postal Address System (NDPAS) is crucial for this, as it will enable streamlined public service delivery, from optimizing waste management logistics to effectively tracking public health interventions.
Tourism	<ul style="list-style-type: none">Pillar 1 (Infrastructure): Ensures connectivity at tourist sites.Pillar 3 (Innovation): Markets Liberia to the world.	Digital Liberia Tourism Platform: Integrate the visa application portal, booking system, and virtual tours of Liberian heritage sites into a unified, one-stop-shop e-government platform to create the comprehensive Digital Liberia Tourism Platform.



1.1.1 DETAILED A.R.R.E.S.T. ALIGNMENT INITIATIVES

A: AGRICULTURE – Driving a Digital Green Revolution

- **Objective:** Enhance agricultural productivity, market access, and resilience through digital tools.
- **Key Initiatives:**
 - **Agri-Digital Hubs:** Collaborate with the Ministry of Agriculture to co-locate digital services in agricultural extension offices, providing farmers with real-time commodity prices, weather data, and best practices via mobile platforms.
 - **Mobile Money for Agriculture:** Collaborate with the Ministry of Agriculture to promote digital payments and establish a digital agri-marketplace across the agricultural value chain, from buying inputs to receiving payments for produce, increasing financial inclusion, and reducing cash-based risks.
 - **Drone & Satellite Imaging:** Collaborate with the Ministry of Agriculture to pilot the use of drones for crop health monitoring, soil assessment, and mapping farmland to support precision agriculture.



1.1.1 DETAILED A.R.R.E.S.T. ALIGNMENT INITIATIVES

R: ROADS – Building Digital Highways alongside Physical Ones

- **Objective:** Leverage road infrastructure projects to accelerate digital connectivity and enable smart infrastructure.
- **Key Initiatives:**
 - **"Dig-Once" Policy:** Collaborate with the Ministry of Public Works to mandate the laying of conduit and fiber optic cables during the construction or rehabilitation of all major roads and bridges, drastically reducing the cost of network rollout.
 - **Smart Logistics & Transport Management:** Collaborate with the Ministry of Transport and Public Works to pilot the use of digital platforms to manage road maintenance schedules, monitor trucking routes, and provide real-time traffic information, improving the efficiency and safety of road transport.



1.1.1 DETAILED A.R.R.E.S.T. ALIGNMENT INITIATIVES

R: RULE OF LAW – Strengthening Governance and Security Digitally

- **Objective:** Enhance the transparency, accessibility, and security of our data, the justice system, and public administration.
- **Key Initiatives:**
 - **e-Judicial Platforms:** We will collaborate with the Judiciary to develop a secure digital archive management system for all public records and implement workflow automation for court filings. By moving away from manual handling, we will ensure legal documents are retrievable and secure, directly addressing the governance challenges of missing files and increasing public trust in the justice system.
 - **National Cybersecurity Center, Digital Cyber Forensic Lab, Computer Emergency Response Team (CERT), National Cybersecurity Strategy, Cybercrime Act, Data Protection Act, and National ICT Policy:** Directly support the "Rule of Law" by protecting critical government databases, financial systems, and citizen data from cybercrime, making Liberia a more secure destination for investment.

- **National Data Center:** We will build the National Data Center that hosts all government data locally.
- **National Digital Identity (ID) System:** Collaborate with the National Identity Registry to implement a secure, verifiable digital ID for all citizens, which will be the foundation for accessing public services, voting, banking, and strengthening the rule of law.
- **e-Government:** Our strategy involves expanding online government services by digitizing critical, high-stakes registries, including driver, land, and business licensing. This initiative will convert traditional paper-based processes into efficient digital formats. The primary benefits of this transformation are to streamline operations, significantly reduce manual errors, and create tamper-proof digital records. This will, in turn, help secure property rights and eliminate the inefficiencies that often lead to corruption.
- **Postal and Institutional Reforms:** A key component of this plan is the drafting of a new postal act. This legislation is designed to strengthen postal governance by establishing an independent regulatory body, thereby separating the Ministry's current regulatory functions from its operational ones. The Liberia Post will be transformed into an autonomous agency, reporting to this new structure.



1.1.1 DETAILED A.R.R.E.S.T. ALIGNMENT INITIATIVES

E: EDUCATION – Creating a Digitally Literate Generation

- **Objective:** Ensure equitable access to quality education and digital skills for all Liberian students and teachers.
 - **Key Initiatives:**
 - **Liberia Digital Village:** Building on the success of the first Digital Village in Foya, Lofa County, we will establish digital villages in all counties. Bridging the digital divide, offering free solar power and internet to homes and institutions within the parameters of the digital village, enabling smart classrooms for digital skills across Liberia.
 - **Connect School:** We will collaborate with relevant stakeholders to fulfill the mandate to connect all public schools and universities to high-speed internet, creating a foundation for digital learning.
 - **National Digital Learning and Management Platform:** We will work with relevant stakeholders to develop and deploy a centralized online repository of curricula, lesson plans, interactive content, teacher training resources, and a school management system, accessible even via low-bandwidth mobile connections.



- **Digital Literacy for All:** Work with the Ministry of Education to integrate digital skills into the national curriculum from primary school onward and run adult education programs through Liberia Digital Village Hubs. Launch a National Digital Training Platform and train a "Cyber Corps" consisting of 5,000 young Liberians under the National Cyber Corps Program and National Digital Training Platform.

1.1.1 DETAILED A.R.R.E.S.T. ALIGNMENT INITIATIVES

S: SANITATION – Enabling Smart Public Health

- **Objective:** Use digital technologies to improve public health monitoring, sanitation management, and service delivery.
- **Key Initiatives:**
 - **GIS for Sanitation & Public Health:** Collaborate with relevant stakeholders to utilize Geographic Information Systems (GIS) and NDPAS to map public toilets, waste collection points, and water sources, facilitating data-driven planning and resource allocation.
 - **E-Health and mHealth (Mobile Health) Initiatives:** Support the Ministry of Health with SMS/IVR-based public health awareness campaigns (e.g., cholera prevention), disease outbreak reporting, and clinic location services.

- **Electronic Waste Management:** Collaborate with relevant stakeholders to pilot the use of smart sensors in waste bins, optimizing collection routes and frequencies to enhance urban sanitation efficiency.
- **GIS for Improved Land Management:** Collaborate with the National Land Authority to enhance land management and registration processes, thereby mitigating land disputes and preventing problems like the illicit practice of double land selling.

1.1.1 DETAILED A.R.R.E.S.T. ALIGNMENT INITIATIVES

T: TOURISM – Marketing Liberia to the World Digitally

- **Objective:** Revitalize the tourism sector by leveraging digital platforms for marketing, visitor experience, and service facilitation.
- **Key Initiatives:**
 - **Connected Tourist Destinations:** Prioritize the deployment of public Wi-Fi hotspots and improved mobile coverage at key tourist sites like Robertsport, Providence Island, and Sapo National Park, etc.
 - **Digital Storytelling & Content Creation:** Partner with the National Tourist Authority to train local guides and tourism entrepreneurs in digital content creation (photography, videography, social media) to help them market their services and tell Liberia's unique story to the world.



- **Digital Liberia Tourism Platform:** Establish a unified, one-stop-shop e-government platform encompassing a comprehensive official website and mobile application. This platform will serve as the central hub for tourism in Liberia, offering:
 - Virtual Tours: Immersive digital experiences of Liberian cultural heritage and natural sites.
 - Cultural Heritage Information: Detailed resources on Liberia's history and cultural assets.
 - Eco-Resort Bookings: A streamlined system for booking sustainable accommodation.
 - E-Visa Application: An integrated and efficient process for obtaining travel visas.

This platform will integrate the visa application portal, booking system, and virtual tours to create the holistic Digital Liberia Tourism Platform.



1.2 PURPOSE AND SCOPE OF THE STRATEGIC PLAN

The Ministry of Posts and Telecommunications (MoPT) of Liberia has developed this definitive five-year strategic plan (2025-2029) to fundamentally transform the nation's digital, telecommunications, and postal landscape. Its core objective is to ensure that a modern, inclusive, and resilient communications infrastructure serves as a powerful engine for economic growth, social cohesion, and digital equity, directly aligning the Ministry's mission with Liberia's broader national development goals.

This plan establishes a unified vision and clear strategic priorities, creating a coherent framework for all MoPT departments and agencies. It guides the focus of resources, directs efforts, and measures progress within the rapidly evolving technological world. The scope is comprehensive, covering the entire MoPT mandate: from the dynamic telecommunications and ICT sector (including mobile, broadband, data protection, and cybersecurity) to the vital missions of modernizing and digitizing all government services and reforming the national postal service.



The scope of this strategic plan is comprehensive, reflecting the Ministry's dual mandate across the nation. A key focus is bridging the digital divide by extending affordable and reliable services to underserved and rural communities, thereby ensuring all Liberians can participate in the digital economy.

The plan covers essential policy and regulatory frameworks and is structured around two main areas:

- **Telecommunications & ICT Innovation:** This includes national infrastructure, broadband development, cybersecurity, e-governance, data sovereignty, and digital literacy.
- **Postal Services:** This involves modernizing the Liberian Post, integrating it with the National Digital Policy and Strategy, and transforming it into a self-sustaining hub for national e-commerce, financial inclusion, and logistics.

It outlines the strategic pillars designed to stimulate a competitive telecommunications market, transform the postal network into a platform for economic inclusion, and foster a secure and innovative digital environment for citizens and businesses. While providing firm strategic direction, the plan is designed to be dynamic, allowing for periodic review and adaptation to keep Liberia on course toward becoming a fully connected and digitally empowered nation.

STRATEGIC PLANNING PROCESS



1.3 METHODOLOGY FOR PLAN DEVELOPMENT

The development of this Strategic Plan was guided by a rigorous, participatory, and evidence-based methodology designed to ensure the final document is both visionary and grounded in the practical realities of Liberia's postal, ICT, telecommunications, and digital sector. The process was structured in four distinct phases to promote inclusivity, analytical depth, and strategic alignment.



Phase 1.1: Situational Analysis and Foundational Review

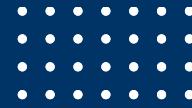
The initial phase focused on understanding the current state of the sector and the Ministry's operational context. This involved a comprehensive data collection and analysis exercise, which included:



A thorough analysis of existing documents, including previous strategic plans, national policy frameworks (such as the AAID-ARREST Agenda for Inclusive Development, National ICT Policy, the Government National Digital Strategy), relevant Acts of legislation, and reports from international bodies like the International the ECOWAS Telecommunications & ICT Policy Framework, the African Union's Agenda 2063, ITU Strategic Plan 2024-2027, UPU Policy Framework, and the UN SDGs.

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Phase 1.2: Situational Analysis and Foundational Review

The initial phase focused on understanding the current state of the sector and the Ministry's operational context. This involved a comprehensive data collection and analysis exercise, which included:



A series of structured engagements with key stakeholder groups to gather qualitative insights. These included in-depth interviews and focus group discussions with telecommunications service providers, postal service operators, MACs, development partners, and civil society organizations.

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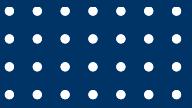
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Incorporating the resolutions and public-private commitments from the Digital Week, Liberia Technology Summit, and Digital Expo 2025, which demonstrated a unified will for this transformation.

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Phase 1.4: Situational Analysis and Foundational Review

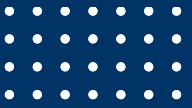
The initial phase focused on understanding the current state of the sector and the Ministry's operational context. This involved a comprehensive data collection and analysis exercise, which included:



A comprehensive SWOT analysis was developed by synthesizing the findings from the review and consultations. This systematic process identified the Ministry's internal Strengths and Weaknesses, alongside external Opportunities and Threats, thereby providing a clear picture of the strategic environment.

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Phase 2.1: Strategic Direction Setting

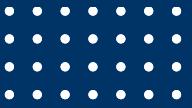
Following the insights gathered in Phase 1, the strategic ambition of the Ministry was defined. This highly collaborative phase focused specifically on the future.



Workshops were held with the leadership and staff of the Ministry of Post and Telecommunications (MoPT) to revisit, refine, and ensure the Ministry's core Vision and Mission statements were both aspirational and achievable, reflecting the nation's goals.

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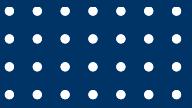
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Priority Pillar Identification

Through a process of thematic clustering, the key challenges and opportunities identified earlier were grouped into strategic priority areas or "pillars." These pillars, such as "Infrastructure Development," "Governance, legal framework," and "Inclusive Access and Social Impact," formed the architectural backbone of the plan.

1.3 METHODOLOGY FOR PLAN DEVELOPMENT

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Phase 2.3: Strategic Direction Setting

Following the insights gathered in Phase 1, the strategic ambition of the Ministry was defined. This highly collaborative phase focused specifically on the future.



Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) strategic objectives were created for each strategic pillar. These objectives clearly define the concrete outcomes the Ministry intends to achieve within the five-year duration of the plan.

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The development of this Strategic Plan was guided by a rigorous, participatory, and evidence-based methodology designed to ensure the final document is both visionary and grounded in the practical realities of Liberia's posts, ICT, telecommunications, and digital sector. The process was structured in four distinct phases to promote inclusivity, analytical depth, and strategic alignment.



Phase 3.1: Action Planning and Resource Alignment

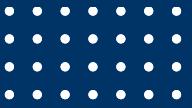
This phase translated the high-level strategic direction into a practical framework for execution.



A set of key initiatives and major activities has been developed for each strategic objective. These initiatives and activities clearly define the necessary steps for achieving the respective objectives.

1.3 METHODOLOGY FOR PLAN DEVELOPMENT

The development of this Strategic Plan was guided by a rigorous, participatory, and evidence-based methodology designed to ensure the final document is both visionary and grounded in the practical realities of Liberia's postal, ICT, telecommunications, and digital sector. The process was structured in four distinct phases to promote inclusivity, analytical depth, and strategic alignment.



Phase 3.2: Action Planning and Resource Alignment

This phase translated the high-level strategic direction into a practical framework for execution.



For each objective, specific Key Performance Indicators (KPIs) were defined, along with their corresponding baselines and targets. This establishes a strong structure for evaluating success and tracking progress.

1.3 METHODOLOGY FOR PLAN DEVELOPMENT

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Phase 3.3: Action Planning and Resource Alignment

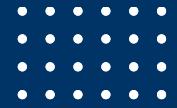
This phase translated the high-level strategic direction into a practical framework for execution.



A systematic risk analysis was conducted to identify potential obstacles to implementation. For each identified risk, a corresponding mitigation strategy was proposed to enhance the plan's resilience.

1.3 METHODOLOGY FOR PLAN DEVELOPMENT

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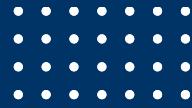
This phase translated the high-level strategic direction into a practical framework for execution.



The groundwork for detailed annual budgeting has been established through a preliminary assessment of the necessary human, financial, and technological resources for implementation.

1.3 METHODOLOGY FOR PLAN DEVELOPMENT

The development of this Strategic Plan was guided by a rigorous, participatory, and evidence-based methodology designed to ensure the final document is both visionary and grounded in the practical realities of Liberia's postal, ICT, telecommunications, and digital sector. The process was structured in four distinct phases to promote inclusivity, analytical depth, and strategic alignment.



Phase 4.1: Validation, Finalization, and Adoption

The final phase ensured broad ownership and formal approval of the plan.



A complete draft of the strategic plan was shared with key internal and external stakeholders for review and feedback.

1.3 METHODOLOGY FOR PLAN DEVELOPMENT

The development of this Strategic Plan was guided by a rigorous, participatory, and evidence-based methodology designed to ensure the final document is both visionary and grounded in the practical realities of Liberia's posts, ICT, telecommunications, and digital sector. The process was structured in four distinct phases to promote inclusivity, analytical depth, and strategic alignment.



Phase 4.2: Validation, Finalization, and Adoption

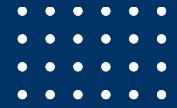
The final phase ensured broad ownership and formal approval of the plan.



The plan's strategic priorities were finalized and endorsed through a validation workshop, which served to present the document and gather final consensus.

1.3 METHODOLOGY FOR PLAN DEVELOPMENT

The development of this Strategic Plan was guided by a rigorous, participatory, and evidence-based methodology designed to ensure the final document is both visionary and grounded in the practical realities of Liberia's postal, ICT, telecommunications, and digital sector. The process was structured in four distinct phases to promote inclusivity, analytical depth, and strategic alignment.



Phase 4.3: Validation, Finalization, and Adoption

The final phase ensured broad ownership and formal approval of the plan.



Following the incorporation of all received feedback, the final document was submitted to the Ministry's leadership for official adoption. This step formally established the strategic plan as the definitive guide for the upcoming five-year period.

2. VISION, MISSION, AND CORE VALUES

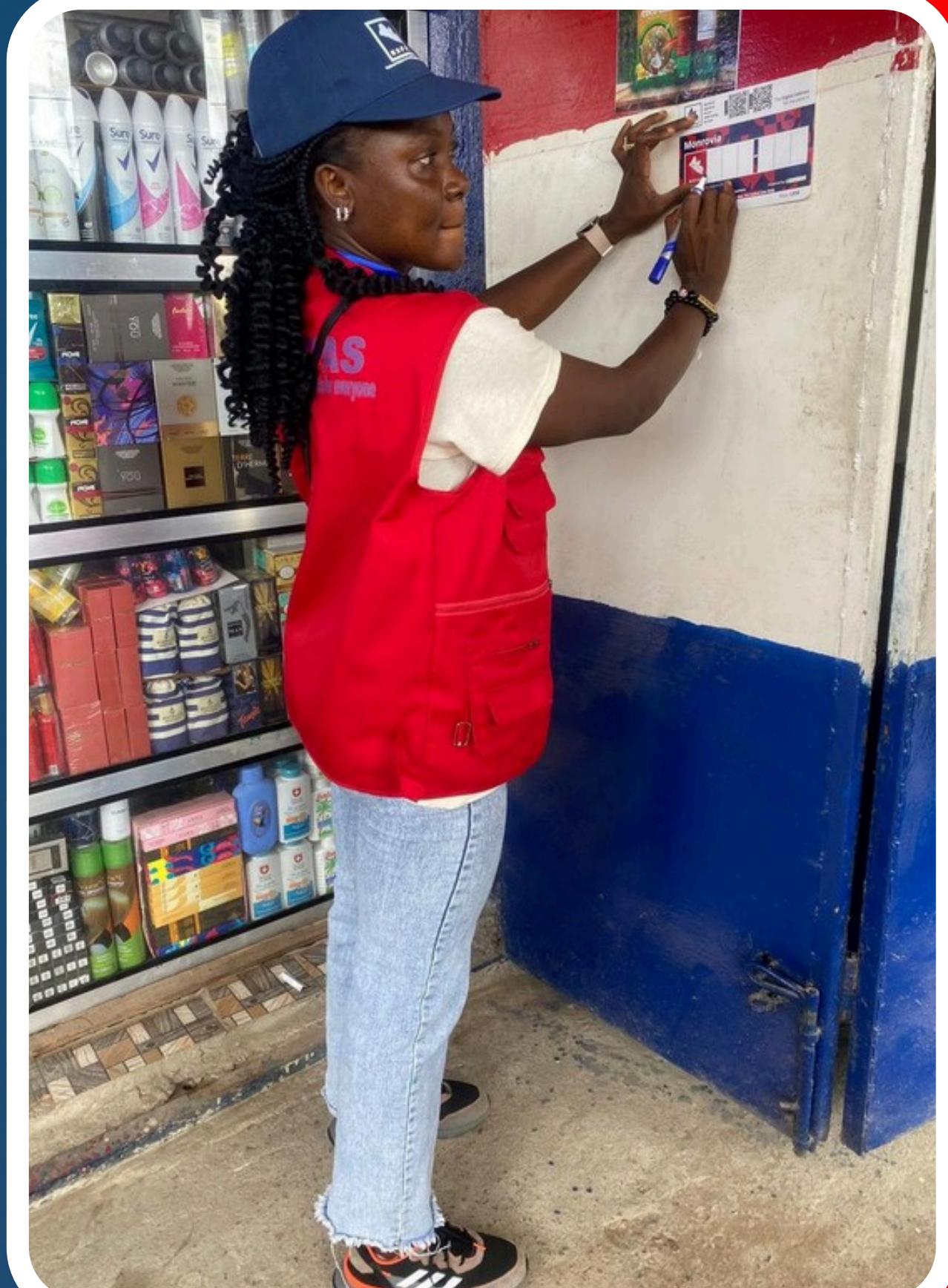
2.1 Vision Statement

To be the leading institution that fosters and promotes accessible and trusted ICT and postal services, while providing social and economic benefits for all.

2.2 Mission Statement

To lead, develop, and promote a people-friendly postal industry and set the agenda for Information Communication Technology (ICT) policy for the nation.

- ✓ Expand connectivity and digital inclusion (Equity)
- ✓ Safeguard national digital infrastructure, data assets, and digital sovereignty (Sovereignty)
- ✓ Promote a dynamic, local-innovation-driven digital economy (Innovation)— thereby enabling a fully connected, competitive, and inclusive Liberia by 2030.



2.3 CORE VALUES

S

Sovereignty: Ensuring that Liberia's digital destiny, data, and infrastructure are co-built, owned, and controlled by Liberians.

EI

Equity & Inclusion: Bridging the digital divide. Technology must serve every citizen.

I

Innovation: Encouraging a culture of entrepreneurship. and local problem-solving.

IA

Integrity & Accountability: Ensuring all digital systems promote transparency and fiscal discipline.

2.4 GUIDING PRINCIPLES ALIGNED WITH ARREST DRIVERS

Ownership

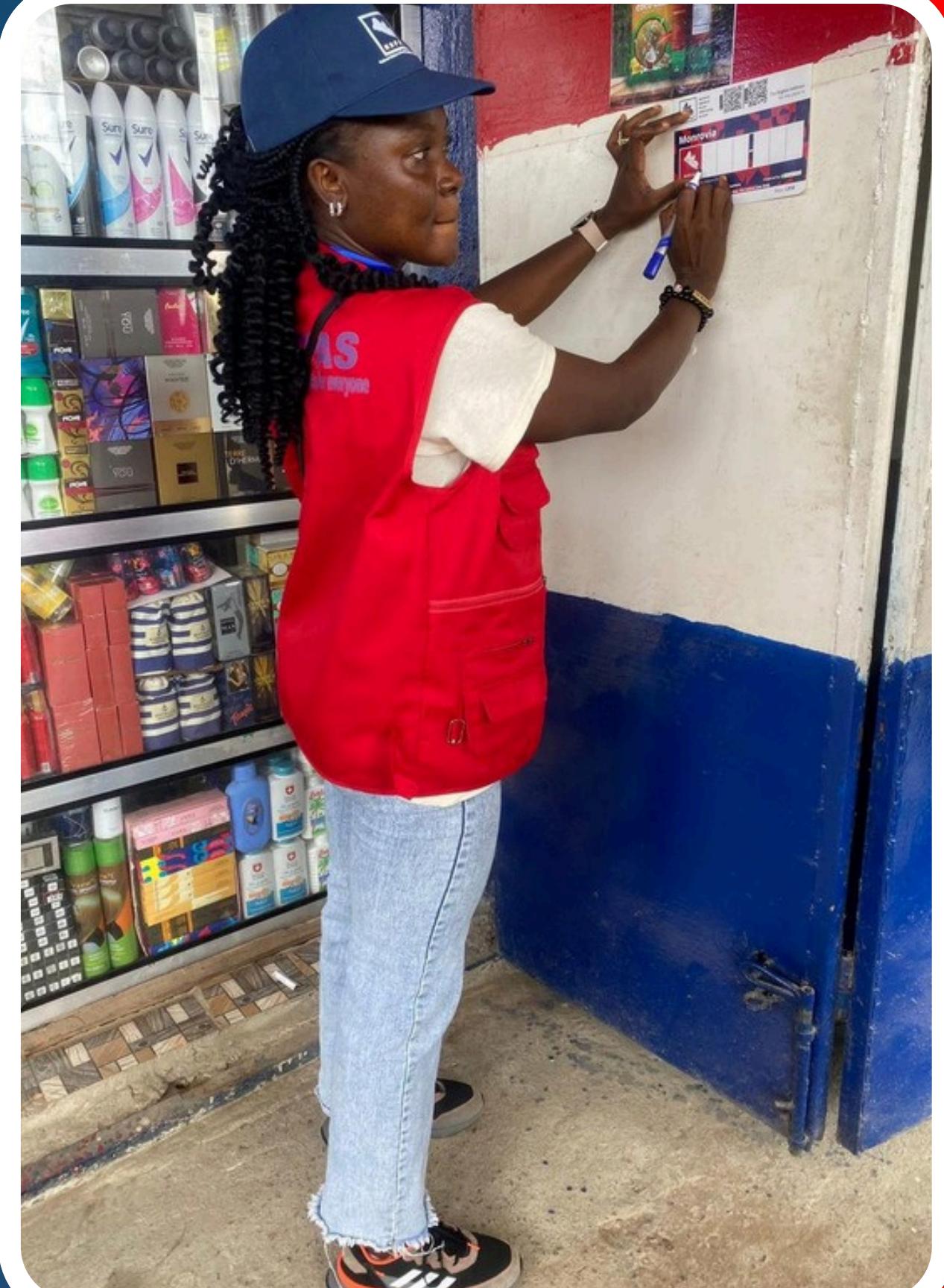
Liberians must lead and own our national digital assets.

Inclusion

Technology must serve every citizen in every county.

Self-Financing

National reforms must not rely exclusively on donors.





3. SITUATIONAL ANALYSIS

This analysis provides a comprehensive assessment of the current state of the Ministry of Posts and Telecommunications (MoPT) and the sector it governs. It examines internal factors (**Strengths** and **Weaknesses**) and external factors (**Opportunities** and **Threats**) to inform strategic priorities and decision-making.

3.1 Current State of Posts, Telecommunications, and ICT in Liberia

The Ministry of Posts and Telecommunications (MoPT) stands as the primary policymaker and sector head for posts and telecommunications in Liberia. Its mandates further provide for postal regulatory, operational, and policy direction of the postal sector. While the Ministry possesses the formal legal authority to govern the sector, the landscape it oversees is characterized by a divide of significant potential and structural constraints. The telecommunications sector itself has become a vital economic engine, contributing significantly to the national GDP and generating substantial government revenue through taxes and licensing fees. However, the realization of a fully digital Liberia faces multifaceted challenges across institutional capacity, infrastructure, and service delivery.



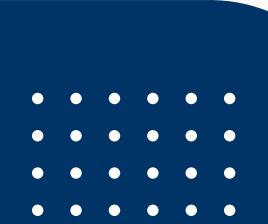
Institutional and Regulatory Context

The Ministry faces several significant internal and external challenges despite having a workforce of approximately 400 personnel. A critical internal hurdle is a pronounced skills gap, as less than 40% of staff possess specialized expertise in essential areas like ICT, postal management, regulatory economics, software development, and cybersecurity, etc. This capacity constraint is exacerbated by insufficient funding, which frequently restricts the Ministry's ability to undertake capital-intensive projects or acquire necessary technological upgrades.

Furthermore, the sector's existing legal and regulatory frameworks need to be upgraded. They struggle to effectively address modern complexities, including data protection, the convergence of technologies, and the rapid evolution of digital services.

Infrastructure and Connectivity Landscape

Liberia's digital infrastructure is at a pivotal stage. The landing of the African Coast to Europe (ACE) submarine cable and the development of metropolitan fiber optics (over 500 km primarily in Monrovia) laid a foundation for connectivity. High mobile phone penetration serves as a robust platform for digital inclusion, enabling services like mobile money. Yet, a severe digital divide persists. High-speed Internet and 4G coverage (currently at 39%) are concentrated in urban centers, while rural areas rely heavily on 2G and 3G microwave links.



High internet and mobile data costs significantly limit adoption across a large portion of the population. Furthermore, public sector infrastructure utilization is challenging. Macroeconomic issues, such as unreliable electricity and inadequate road infrastructure, also impede the efficient deployment and maintenance of communication networks.

Postal Services

The Department of Postal Services maintains a valuable asset in its physical network of post offices, which offers a unique opportunity for last-mile service delivery in remote areas. However, the service is currently underutilized, grappling with operational inefficiencies, aging infrastructure, and a business model dependent on declining traditional mail volumes.

E-government

The e-government landscape is developing but remains fragmented. Key systems such as IFMIS, LITAS, and the Liberia Business Registry operate in partial isolation, and the current e-Liberia portal functions more as a repository of links than an integrated service platform. Foundational digital identity systems are also in the early stages, with the National Identification Registry (NIR) having reached only approximately 15% of the population.



Strategic Outlook Despite these challenges

The digital transformation of the sector is now at a critical juncture, driven by two strong forces. Firstly, there is significant political will, stemming from a close alignment with both the national development plan and international objectives. Secondly, a powerful market pull is evident, fueled by increasing demand from both businesses and citizens for essential services such as high-speed broadband, cloud computing, and e-commerce.

The Ministry of Posts and Telecommunications (MoPT) faces a core challenge in leveraging its mandate to harmonize currently fragmented regional integration efforts, which are key to increasing bandwidth and reducing costs. Moving forward, the MoPT must modernize the postal service into a digital logistics hub and concurrently work to close the national access gap between the capital and rural areas. All these strategic initiatives must be pursued while mitigating emerging threats, particularly cybersecurity vulnerabilities.

3.2 SWOT ANALYSIS – STRENGTHS

S Strengths

- **Political Will:** Full alignment with the President's ARREST Agenda and the AAID.
- **Foundational Assets:** ACE Cable, MOPT's clear mandate, establishment of LTA, and LIBTELCO.

S Strengths

- **Legal Policies and Regulatory Frameworks:** The National ICT Policy, A "Whole of Government" National Digital Strategy. The Cybercrime Act, Data Protection Act, and Cybersecurity Strategy establish a framework for addressing cyber threats that have subtly undermined our digital growth.

S Strengths

- **National Digital Postal Address System:** Is positioned as a foundational platform for e-Governance, land administration, revenue generation, and a thriving e-commerce logistics hub.

S Strengths

- **ICT governing Board:** Led by the President, this cross-sectoral board ensures digital transformation is a "Whole-of-Government" priority, providing high-level strategic oversight and coordination for all ICT initiatives.

3.2 SWOT ANALYSIS – STRENGTHS

S Strengths

- **Existing infrastructure in the counties:** Existing infrastructure, notably the ACE Cable and other satellite connectivity like Starlink, provides an immediate base or "foothold" for the Ministry to leverage in its drive toward Universal Connectivity and Equity.

S Strengths

- **Internal Financial Policy:** This policy is critical for ensuring transparent financing, responsible management, and strict alignment of all infrastructure investments with national development priorities for sustainable growth.

S Strengths

- **National Digital Forensic Lab:** This facility, alongside the National Cybersecurity Center and National CERT, is essential for strengthening the Rule of Law by providing a dedicated, national capacity for digital investigation and mitigating cyber threats to secure critical infrastructure and data.

3.2 SWOT ANALYSIS – WEAKNESSES

W Weaknesses

Inadequate logistics to rural postal facilities: This challenge creates a severe logistical bottleneck for service delivery, impeding the modernization and commercialization of the postal sector, and contributing to the digital and economic divide in remote counties.

W Weaknesses

- **Siloed Systems:** Lack of interoperability between government MACs, leading to inefficiency.
- **Low incentives:** Compensation and inadequate working tools.

W Weaknesses

- **Capacity Gap:** This weakness represents a critical shortage of technical experts and skilled staff, which directly hinders the efficient implementation and maintenance of complex digital infrastructure across the country.

W Weaknesses

- **Infrastructural Gap:** Massive disparity in connectivity and cost between urban and rural areas.
- **Digital Divide:** Low digital literacy (58.6% national literacy) and lack of access to affordable devices.

W Weaknesses

- **Postal legal framework:** The current postal legal framework lacks a formal postal policy.

3.2 SWOT ANALYSIS - OPPORTUNITIES



Opportunities

NDPAS Platform: A cutting-edge technology designed to comprehensively resolve national address issues. This solution is expected to significantly stimulate e-commerce growth and contribute to the formalization of the economy.



Opportunities

Diaspora Engagement: A globally successful and patriotic diaspora eager to invest capital and expertise.



Opportunities

AMICAL CABRAL Submarine (ACS) Fiber: A second submarine cable to ensure redundancy, increase competition, and lower bandwidth costs.

Starlink, and a national "dig-once" policy



Opportunities

Postal Logistics: Opportunity to become a smart logistics hub for the Mano River Union countries.

E-Liberia Platform: Implementing the E-Government interoperability framework and mandating digital compliance.

3.2 SWOT ANALYSIS - THREATS

T Threats

Cyberattacks: Increased connectivity brings significant risks from malicious actors, both foreign and domestic.

T Threats

Inadequate Manpower and Capacity: A shortage of advanced digital skills within the public sector to manage and execute complex projects.

T Threats

Financial Constraints: Limited budget allocation and reduction in external grants pose challenges.

T Threats

Regulatory Lag: need to regulate new technologies (AI, digital finance) could stifle innovation or harm consumers.

3.3 KEY CHALLENGES



Closing the communication and digital gap between urban and rural areas.



Modernizing a paper-based government with siloed systems.



Inadequate Postal Address System in the Country



Improving the digital literacy across the country

3.4 STAKEHOLDER ANALYSIS

CLASSIFICATION	STAKEHOLDERS	EXPECTATION	RELATIONSHIP WITH MOPT
Government	Ministries, Agencies, and Commissions (MACs)	Act as Partners in advancing the Ministry's Agenda	Sectoral Leadership, Policy Formulation, and Decision-Making
Private Sector	MNOs (ORANGE, LONESTAR), ISPs, Banks, Technology Companies	Serve as Partners for Infrastructure Deployment, Service Provision, Investment, Software Development, Digital Solutions, and Innovation	Partnership, Cooperation, Implementation, Policy, and Decision-Making
International Partners	ECOWAS, ATU, AU, WORLD BANK, AFDB, ITU, UPU, UNDP, PAPU, USPS	Collaborate as Partners for Co-financing, Technical Assistance, and Policy Alignment	Partnership, Cooperation, Implementation, Policy, and Decision-Making
Diaspora	Foreign Governments, Universities, Investors, Advanced Technological Institutions	Represent a Key Source for Investment, Expertise, and Innovation	Partnership, Cooperation, Investment Assurance, and Creating an Enabling Environment
Citizens & Civil Society	Beneficiaries and Contributors	Focus on Adoption, Digital Literacy, and Building Trust	Provide Guidance, Training, Job Opportunities, and Services

4. STRATEGIC GOALS AND OBJECTIVES

4.1 Overall Strategic Goals

Our national transformation is defined by five interconnected goals:

- **Establish Nationwide Digital and Postal Infrastructure:**

By leveraging the ACE fiber Cable and the fully integrated NDPAS, the goal is to reach 55% broadband and 70% postal coverage.

- **Operationalize E-Government and Data Discipline:**

The goal is to transition 50% of government services to digital platforms by 2029, utilizing the E-Liberia Platform.

- **Institutionalize Cybersecurity and Data Sovereignty:**

Establish a 24/7 National Computer Emergency Response Team (CERT) and increase sovereign hosting of government data to 70%.



➤ **Empower Liberian-Owned ICT and Tech Firms:**

Foster an ecosystem that drives the creation of 100 new Liberian-owned startups. Furthermore, guarantee Liberian involvement in all ICT contracts, so that our digital future is a collective effort, built by Liberians, and ultimately owned by Liberia.

➤ **Postal Legal Framework:**

Develop a Postal Policy and establish a corresponding regulatory authority for postal services.

4.2 Cross-Cutting Themes

➤ **Inclusivity & Gender Equality:**

To ensure gender parity in ICT, all programs, particularly the National Digital Platform, will establish participation targets for women and youth.

➤ **Youth Empowerment:**

The "Tech Equity Fund" and the "Cyber Corps" are initiatives created specifically to provide funding and resources to young Liberian innovators.

➤ **Digital Sovereignty:**

Committing to a Liberian-owned digital future.



5. STRATEGIC PILLARS AND INTERVENTIONS

5.1 PILLAR 1: INFRASTRUCTURE DEVELOPMENT AND DIGITAL CONNECTIVITY

Objective: Our objective is to establish a national digital and postal infrastructure that is secure, fast, and reliable, thereby connecting every single resident.

5.1.1 KEY INTERVENTIONS

Intervention	Description
Fiber Expansion	Extend the ACE fiber cable to all 15 county capitals, creating a redundant national fiber loop.
Second Submarine Cable	Provide redundancy for the current ACE cable while also extending connectivity to areas that are currently underserved or entirely unserved.
Digital Forensic Lab	Renovation and furnishing of the Digital Forensic Lab.
NDPAS Phase 1.	Launch the National Digital Postal Address System (NDPAS).

Intervention	Description
Liberia Digital Village (Rural Digital Inclusion) & School Connect	<p>The digital transformation initiative focuses on several key areas. First, it is essential to collaborate with the Ministry of Education (MOE) to ensure schools have broadband connectivity, which is crucial for bridging the digital divide. This initiative encompasses supplying free solar power and internet access to homes and institutions within the village boundaries, as well as establishing smart classrooms to foster digital skills development. The initiative also involves deploying a national digital curriculum and equipping teachers with necessary training tools, alongside promoting a digital school management system. Furthermore, the plan is to launch a National Digital Training Platform and establish a "Cyber Corps," training 5,000 young Liberians through the National Cyber Corps Program.</p>
Postal Infrastructure Modernization	<p>The Postal Strategy aims to achieve a 70% renovation and digitalization rate for urban and rural post offices by 2028. This involves equipping them with necessary IT infrastructure and integrating them into the NDPAS.</p>
"Dig-Once" Policy	<p>Ensure collaboration with the Ministry of Public Works (MPW) so that provisions for duct installation are integrated into all upcoming road construction and other public utility projects.</p>
Operationalize the Liberia National Cybersecurity Center (LNCC)	<p>Operationalize the National Cybersecurity Center and a centralized National Computer Emergency Response Team (CERT) to monitor, detect, and respond to cyber threats in real-time.</p>

Intervention	Description
Critical National Information Infrastructure (CNII) Protection	Implement and maintain advanced security measures to safeguard government data centers and the critical utility networks managed through them.
National Data Center	Establish a national data center to facilitate the local hosting of government data.
National Disaster Recovery Center	Maintain government service continuity in the event of cyber-attacks or physical disasters by establishing a resilient backup facility.

6. STRATEGIC PILLARS AND INTERVENTIONS

5.1 PILLAR 1: INFRASTRUCTURE DEVELOPMENT AND DIGITAL CONNECTIVITY

5.1.2 TARGETS AND INDICATORS

Intervention	Target (By 2029)	Indicator
Fiber Expansion	All 15 county capitals are connected to the ACE fiber cable, completing the national redundant fiber loop.	Percentage of county capitals connected to the ACE fiber cable; Status of national fiber loop redundancy (Completed/In Progress/Not Started).
Liberia Digital Village (Rural Digital Inclusion) & School Connect	Establish a minimum of 14 fully operational Digital Village Centers across the country.	<ul style="list-style-type: none">• Number of established and operational centers;• Monthly utilization rate (user visits) per center.
Postal Infrastructure Modernization	60% postal coverage (with digital tracking) by 2029.	<ul style="list-style-type: none">• # of post offices integrated with NDAPAS;• % of postal service locations offering digital services.
Nationwide Rollout of the National Digital Postal Address System (NDPAS), Phase 1	Officially launch the National Digital Postal Address System (NDPAS).	The system is officially launched nationwide, and the address implementation begins in 2025.

Open Data & Application Programming Interface (API) Directive	Ministries, Agencies, and Commissions (MACs) establish public-facing APIs for non-sensitive data.	<ul style="list-style-type: none"> • Number of Government Datasets Published: • API Usage and Adoption: • New Services/Products Created (Innovation Ecosystem Impact): • Data Quality and API Uptime: • Private Sector Feedback/Satisfaction:
"Dig-Once" Policy	100% compliance of new public road projects (over 5km) with mandatory fiber duct installation.	<ul style="list-style-type: none"> • % of fiber infrastructure included in new road projects; • Total kilometers of fiber infrastructure installed adjacent to new roads.
Operationalize of the Liberia Cybersecurity Center (National CERT)	Fully operational National CERT and Digital Forensic Laboratory by Q4 2026.	<ul style="list-style-type: none"> • Number of cyber incidents mitigated annually; • Existence of a 24/7 monitoring framework; • Successful establishment of the Digital Forensic Lab.
Critical National Information Infrastructure (CNII) Protection	100% protection and regular auditing of identified national critical systems	<ul style="list-style-type: none"> • % of MACs (Ministries, Agencies, Commissions) integrated into the security center;

National Data Center	To establish a national data center for the local hosting of all government data.	<ul style="list-style-type: none"> Successful completion of the data center. Number of Ministries, Agencies, and Commissions successfully migrated to the national data center.
National Disaster Recovery Center	Commissioning of a Tier-III certified Disaster Recovery Center by 2028.	<ul style="list-style-type: none"> Uptime of government digital services (target 99.9%);
Digital Forensic Lab	Renovation and furnishing of the Digital Forensic Lab by 2025	<ul style="list-style-type: none"> A Digital Forensic Lab renovations and furnishing completed.
Second Submarine Cable	The second submarine cable is fully operational, providing connectivity to underserved and unserved areas and ensuring 100% redundancy for the ACE cable.	<ul style="list-style-type: none"> Status of second submarine cable deployment (Operational/In Progress/Not Started); Percentage of previously underserved/unserved areas with new connectivity; Redundancy status (Yes/No).

6. STRATEGIC PILLARS AND INTERVENTIONS

5.2 PILLAR 2: DIGITAL TRANSFORMATION AND INNOVATION

Objective: To encourage a vibrant, locally-owned digital economy through e-commerce, innovation, and diaspora engagement, transforming public services for efficiency and citizen empowerment.

5.2.1 KEY INTERVENTIONS

Intervention	Description
NDPAS Phase II Integration	Full integration of the National Digital Postal Address System (NDPAS) with key national databases: National ID, civil registry, LRA (tax systems), and LBR (business registry).
Digital Postal Network	Launch a national digital mail and package delivery service, integrated with NDAPAS digital addresses, leveraging post offices as secure logistics hubs.
AI and Innovation Hubs	Establish specialized, cross-sector research hubs (both physical and virtual) in collaboration with relevant stakeholders. These hubs will focus on creating AI-powered solutions to address specific national challenges in key sectors, including FinTech, AgriTech, and HealthTech.

E-Commerce & Logistics Hub	Form public-private partnerships with partners to position Liberia as the Mano River Union's smart postal and logistics hub.
Establish a unified Government Email System (Gov.lr).	Mandate the establishment of a centralized, secure email platform for all Ministries, Agencies, and Commissions (MACs). This platform must be hosted either on the National Data Center or a secure government cloud.
Email Security & Encryption Protocols	The email system should be integrated with the Liberia National Cybersecurity Center (LNCC) to enable automated capabilities for: <ul style="list-style-type: none"> • Threat detection • Phishing protection • End-to-end encryption for sensitive data
Digital Archiving & Records Management	Integrate the unified email system with a secure digital archive. This integration will ensure the automatic preservation of all official government records in compliance with national legislation.
Collaboration & Productivity Suite Integration	Expand the email platform into a full productivity suite (shared calendars, cloud storage, and video conferencing) to facilitate seamless inter-department collaboration at MOPT.

6. STRATEGIC PILLARS AND INTERVENTIONS

5.2 PILLAR 2: DIGITAL TRANSFORMATION AND INNOVATION

5.2.2 TARGETS AND INDICATORS

Intervention	Target (By 2029)	Indicator
NDPAS Phase II Integration	Achieve full integration of the National Data Center with NDAPAS.	<ul style="list-style-type: none">Percentage completion of integration milestones.Reduction in the average processing time required for inter-agency document verification.
Digital Postal Network	To achieve active processing of digital-address-based mail and packages in: <ul style="list-style-type: none">50% of urban post offices25% of rural post offices	<ul style="list-style-type: none">Annual volume of digital-address-based packages processed.Percentage of the population located within a 5km radius of an active digital postal service point.
E-Commerce & Logistics Hub	This intervention focuses on revitalizing the domestic mail service and integrating new e-commerce and financial services. The primary goal is to significantly increase the volume of cross-border e-commerce transactions processed by the national postal network, targeting a 40% annual boost.	<ul style="list-style-type: none">Percentage annual growth in e-commerce transactions processed by Liberia Post.Number of formal partnership agreements established with international logistics companies.

AI and Innovation Center	Establish functional, high-impact AI/Innovation Centers through collaboration with relevant stakeholders.	<ul style="list-style-type: none"> • Total count of unique, active digital addresses assigned. • Percentage of core government services that mandate the use of an NDPAS digital address.
Overall NDPAS Adoption	Achieve nationwide adoption of the National Digital Postal Address System by the year 2029.	<ul style="list-style-type: none"> • Total count of unique, active digital addresses assigned. • Percentage of core government services that mandate the use of an NDPAS digital address.
Establish a unified Government Email System (Gov.lr).	100% of civil servants and government officials transitioned to official @gov.lr email addresses by 2029.	<ul style="list-style-type: none"> • The total number of Ministries, Agencies, and Commissions (MACs) fully migrated to the unified email platform. • The percentage of official government communications conducted exclusively through the secure @gov.lr domain.
Email Security & Encryption Protocols	Achieve zero successful data breaches originating from official email channels by 2027.	<ul style="list-style-type: none"> • Successful implementation and deployment of a comprehensive digital archive for all public records. • Reduced time/increased speed of document retrieval during official audits.
Collaboration & Productivity Suite Integration	Establish a single, unified "Digital Workplace" across the entire civil service by the year 2028.	<ul style="list-style-type: none"> • The volume of cross-agency projects facilitated and managed on the common platform. • The quantifiable decrease in expenditure related to physical travel for internal meetings..

6. STRATEGIC PILLARS AND INTERVENTIONS

5.3 PILLAR 3: GOVERNANCE, LEGAL FRAMEWORK, AND CAPACITY BUILDING

Objective: To institutionalize a "whole-of-government" digital framework, secured by robust cybersecurity and data sovereignty, and driven by a digitally skilled workforce.

5.3.1 KEY INTERVENTIONS

Intervention	Description
Systems Integration and E-Government Platform Operationalization	To ensure effective interoperability and management of the centralized national E-Government platform, the Office of the CIO-RL (E-Government for Access, Innovation, and Digitalization) requires full funding and empowerment.
Government Service Bus	Ensure and operationalize a secure Government Service Bus platform for trusted, real-time, inter-ministerial data sharing to eliminate manual processes.
National Computer Emergency Response Team (CERT)	Implement a dedicated 24/7 joint command center to continuously monitor, thoroughly analyze, and swiftly address national cybersecurity threats and incidents.
Cybersecurity Act.	Enact and implement the Cybersecurity Act.

Data Protection & Localization Act	Enact and implement the Data Protection & Localization Act. This legislation will require that all sensitive government and essential national data must be stored on secure servers physically located within Liberia.
National ICT Policy	To ensure Liberian participation in all public and private ICT contracts, ensuring our digital future is owned by Liberia.
National ICT Hand Book	Enforce the use of the digital literacy and operational manuals for all government employees, standardizing how civil servants interact with government technology, ensuring security, efficiency, and proper data handling.
Open Data & API Policy Directive	To nurture the private-sector innovation ecosystem, this directive will enable Liberian startups to create value-added services by utilizing government data.
Cyber Corps Program	Establish and maintain a nationwide initiative to equip 5,000 young people with essential skills in digital defense and advanced technology areas, such as cybersecurity, digital forensics, and software engineering.
MoPT Structural Reorganization	The Ministry's divisions will be restructured to align with contemporary needs in Information and Communications Technology (ICT) and the postal sector. This includes the establishment of specialized units dedicated to Cybersecurity, Enterprise Architecture, and Data Governance.
Redefining Terms of Reference (ToRs)	Update all staff job descriptions and ToRs to include mandatory digital competencies and clearly defined "Whole-of-Government" coordination responsibilities.

Free Roaming	Signed Free Roaming between Liberia, Sierra Leone, and Côte d'Ivoire on Regional Digital Integration.
International Financial Commitments and Debt Management	Ensure Liberia's "Good Standing" with international organizations—such as the ITU, UPU, and PAPU, among others—by systematically settling both annual membership dues and accumulated inherited arrears.
Global ICT Governance Participation	Actively participate in international policy-making forums to guarantee Liberian representation. This engagement is crucial for shaping global standards and policies to align with and benefit Liberia's national digital economy.
Enhancing Financial Transparency at MOPT through Automated Auditing	The Ministry of Posts and Telecommunications will implement real-time financial reporting dashboards. This initiative includes establishing automated audit trails that comply with the policies and regulations set forth by the General Auditing Commission (GAC).
Capacity Building for MOPT Personnel	Human resource capacity development will be delivered to MOPT staff nationwide.
Staff Reclassification & Incentives	In collaboration with the Civil Service Agency (CSA), this initiative aims to establish a pay scale for technical and professional staff within the Ministry of Posts and Telecommunications to address and prevent "brain drain."

6. STRATEGIC PILLARS AND INTERVENTIONS

5.3 PILLAR 3: GOVERNANCE, REGULATION, AND CAPACITY BUILDING

5.3.2 TARGETS AND INDICATORS

Intervention	Target (By 2029)	Indicator
System Integration / E-Government Platform Operationalization	Achieve 100% utilization of the E-Government platform by all Ministries, Agencies, and Commissions (MACs) for a minimum of one core service (e.g., payroll processing, identity verification, shared cloud services, etc.).	<ul style="list-style-type: none">Count of MACs completely integrated with the E-Government platform.Percentage decrease in redundant Information Technology (IT) systems across the government.
Government Service Bus (GSB)	To achieve a state where 75% of all critical inter-ministerial data sharing is securely managed and conducted exclusively through the Government Service Bus (GSB) platform.	<ul style="list-style-type: none">The total number of critical government data sets being exchanged via the GSB.The monthly volume of secure data transactions processed on the GSB platform.
National Computer Emergency Response Team (CERT)	Achieve a fully operational, 24/7 CERT capable of a maximum 2-hour incident response time for critical threats.	<ul style="list-style-type: none">CERT operational readiness status (as a percentage).Average time required to detect and contain critical cyber incidents.

Fiber Expansion	Connect all 15 county capitals to the national fiber network	<ul style="list-style-type: none"> • New fiber laid (in kilometers). • National backbone network redundancy (as a percentage).
Second Submarine Cable	To ensure redundancy for the existing ACE cable by 2029	<ul style="list-style-type: none"> • The landing of the cable. • The construction of the cable landing station, which will be located in Buchanan, Grand Bassa County. • The deployment of the terrestrial network and its interconnection with the existing cable infrastructure.
National ICT Policy	To ensure that the Liberianization policy is implemented in the ICT sector	<ul style="list-style-type: none"> • Full adherence to the policy.
National ICT Hand Book	Achieve a minimum of 60% adherence to the National ICT Handbook across Ministries, Agencies, and Commissions (MACs).	<ul style="list-style-type: none"> • Number of MACs implementing the National ICT Handbook.

Free Roaming	Signed Free Roaming between Liberia, Sierra Leone, and Côte d'Ivoire on Regional Digital Integration.	<ul style="list-style-type: none"> Finalized and signed the agreements for Free Roaming among Liberia, Sierra Leone, and Côte d'Ivoire
Cybersecurity Act.	Enact the Cybersecurity Act by 2026	<ul style="list-style-type: none"> Finalized and published versions of the Cybersecurity Act.
Data Protection & Localization Act	Achieve 100% sovereign hosting of all government data by 2028, and enact the Data Protection Act.	<ul style="list-style-type: none"> Track the number of Ministries, Agencies, and Commissions (MACs) successfully migrated to the National Data Center; monitor the passage date of the Data Protection Act and its accompanying regulatory framework.
National Cyber Corps Program	Train 5,000 young people in cybersecurity, digital forensics, and software engineering.	<ul style="list-style-type: none"> Number of graduates from the "Cyber Corps" program. Percentage of program graduates employed in the Information and Communications Technology (ICT) sector within six months of completion.

Staff Reclassification & Incentives	The complete organizational restructuring, including the establishment of specialized digital transformation divisions/units, is to be approved by the Civil Service Agency (CSA) by the fourth quarter (Q4) of 2026.	<ul style="list-style-type: none"> • Approval of the new organizational chart. • Existence of established, specialized divisions or units focused on digital transformation.
Redevelopment of Terms of Reference (ToRs)	By 2029, 100% of Ministry of Post and Telecommunications (MoPT) staff will have transitioned to new, competency-based ToRs.	<ul style="list-style-type: none"> • Active membership and voting status in all relevant international bodies. • Annual reduction in the total amount of outstanding debt.
International Contributions and Debt Payment	Achieve full clearance of all outstanding historical debt arrears and ensure timely, consistent payment of all annual international dues.	<ul style="list-style-type: none"> • Active membership and voting status in all relevant international bodies. • Annual reduction in the total amount of outstanding debt.
Global ICT Governance Participation	Liberia will secure a minimum of two (2) leadership or committee positions within the working groups of either the International Telecommunication Union (ITU) or the Universal Postal Union (UPU).	<ul style="list-style-type: none"> • Count of international conferences attended where Liberia exercised voting rights. • Count of technical study groups in which Liberia is an active member.

Enhancing Financial Transparency at MOPT through Automated Auditing	Achieve 100% utilization of digital forensic and automated tools for all annual financial audits.	<ul style="list-style-type: none"> • Reduction in audit "findings" or discrepancies; • Frequency of real-time financial reports generated.
Capacity Building for MOPT Personnel	By 2027, all Ministry financial staff will be 100% certified in the new digital management systems.	<ul style="list-style-type: none"> • Number of staff trained and certified. • Performance rating of decentralized financial units.
Overall Digital Governance	Achieve 80% digitization of government services, making them accessible through the e-Liberia portal by the year 2029.	<ul style="list-style-type: none"> • Percentage of Government-to-Citizen (G2C) and Government-to-Business (G2B) services that are fully available online (end-to-end).

6. STRATEGIC PILLARS AND INTERVENTIONS

5.4 PILLAR 4: INCLUSIVE ACCESS AND SOCIAL IMPACT

Objective: To ensure all Liberians, especially women, youth, and rural populations, have the skills and access to participate meaningfully in the digital economy.

5.4.1 KEY INTERVENTIONS

Intervention	Description
National Digital Training Platform	Launch a national program to promote foundational digital literacy among all citizens and advanced specialized skills for public servants.
Liberia Digital Village	Building on the success of the first Digital Village in Foya, Lofa County, we will work on the establishment of the digital village in all counties. Bridging the digital divide, offering free solar power and internet to homes and institutions, enabling smart classrooms for digital skills across Liberia.
School Connect Initiative	A nationwide program to connect all public schools to broadband.
Digital Citizenship Campaign	A nationwide campaign to raise awareness will emphasize basic cybersecurity, data protection rights, and fostering responsible online behavior.

Intervention	Description
Women & Youth in Tech Mentorship	To achieve and maintain gender parity in the ICT sector, MOPT will establish a dedicated Youth Focus Point, implement targeted mentorship programs, and launch funding initiatives. These efforts should be carried out in collaboration with diaspora experts.
Postal Financial Services	Introduce digital financial services (in collaboration with the Central Bank of Liberia - CBL) at post offices to convert post offices into financial access points and bank the unbanked, particularly in rural areas.
MOPT Stakeholders Engagement	<p>Enhance awareness, coordination, and governance in the ICT and Postal Sectors:</p> <ul style="list-style-type: none"> • National ICT Summit • Digital Liberia Week • National Postal Forum • Other Conferences (National, Regional)

6. STRATEGIC PILLARS AND INTERVENTIONS

5.4 PILLAR 4: INCLUSIVE ACCESS AND SOCIAL IMPACT

5.4.2 TARGETS AND INDICATORS

Intervention	Target (By 2029)	Indicator
National Digital Platform	Achieve a 60% national digital literacy rate by 2029.	<ul style="list-style-type: none">• Number of citizens and public servants trained through the Digital Academy.• Percentage increase in citizen engagement with digital public services.
School Connect Initiative	Achieve 90% connectivity of public secondary schools to operational broadband and integrate digital management systems across these institutions.	<ul style="list-style-type: none">• Percentage of public schools with high-speed internet access.• Percentage of teachers who have been trained and certified in the use of digital learning platforms.
Digital Citizenship Campaign	Achieve a 75% public awareness level regarding fundamental data rights, cybersecurity best practices, and the provisions of the Data Protection Act.	<ul style="list-style-type: none">• Results from public surveys measuring data protection awareness.• Percentage decrease in documented successful phishing and cyber-scam incidents.

Intervention	Target (By 2029)	Indicator
Women & Youth in Tech Program	To achieve 50% female participation across all government-funded ICT skills programs, thereby ensuring gender parity. Additionally, the program aims to facilitate the establishment of 50 annual mentorship relationships connecting participants with diaspora professionals.	<ul style="list-style-type: none"> Percentage of youth and women participating in the "Cyber Corps" and "Tech Equity Fund" initiatives. Total number of established, active mentorship connections.
Postal Financial Services	To integrate digital financial services across 50% of the existing postal network, thereby enrolling 1.5 million new users from rural and currently unbanked populations.	<ul style="list-style-type: none"> Count of post offices providing digital financial services. Total number of new digital accounts established through postal service channels.
MOPT Stakeholders Engagement	Achieve a 90% rate of digital sensitization.	<ul style="list-style-type: none"> Mobile phone penetration rate. Count of social media users. Degree of ICT integration within educational institutions. Total number of digital platforms (both governmental and private).
Overall Social Impact	Attain gender equality in all Information and Communications Technology (ICT) training initiatives.	<ul style="list-style-type: none"> Percentage of young people and women participating in the "Cyber Corps" and "Tech Equity Fund" programs.

6. IMPLEMENTATION FRAMEWORK

6.1 Sector Structure and Roles

Policy oversight, and is the custodian of this Strategic Plan.

Liberia Telecommunications Authority (LTA)

The independent regulator is responsible for licensing, spectrum, competition, and enforcing the Equitable regulation.

LIBTELCO (LTC Mobile)

The national operator, repurposed to manage the national wholesale fiber backbone and national data center.

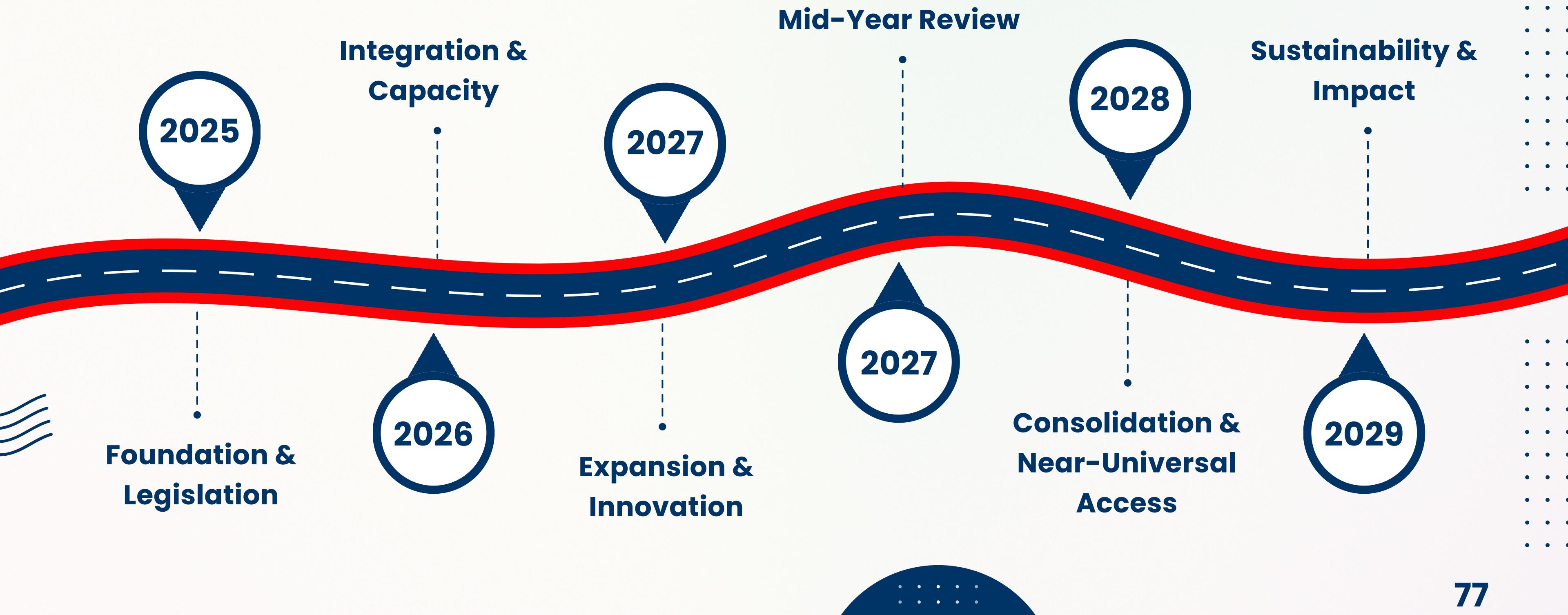
Office of the Chief Information Officer (CIO)

The central implementation and coordination body. Manages the GSB, e-Government compliance, and the National Cybersecurity Center.

CIO Council

Composed of CIOs from all MACs, ensuring coordination and compliance with System Integration/ E-Gov standards.

6.2 ACTION PLAN AND TIMELINE



6.2 ACTION PLAN AND TIMELINE

This timeline details the chronological implementation of the four strategic pillars, designed to achieve full transformation by 2029.

Year	Milestone	Key Activities & Deliverables (Pillar Reference)
Year 1 (2025): Foundation & Legislation	The Framework is established, and key laws are enacted.	<ul style="list-style-type: none">• [P3] Pass the Data Protection & Cybersecurity Act.• [P1] Launch NDAPAS nationwide rollout Phase 1.• [P3] Renovation and furnishing of the Digital Forensic Lab• [P2] Renovation of 3 postal Post Offices as planned.• [P3] An agreement has been signed between Liberia, Sierra Leone, and Côte d'Ivoire on Regional Digital Integration (Free Roaming)• [P1] Liberia Digital Village Rollout: Establish first fully operational Digital Village Centers with solar power and free internet in Lofa County.
Year 2 (2026): Integration & Capacity	E-Government is built, core capacity programs are launched, and funding is secured.	<ul style="list-style-type: none">• [P1] Launch Fiber Expansion (connecting 15 county capitals) and begin "Dig-Once" Policy enforcement with MPW.• [P1] National ICT Handbook rollout to MACs• [P1] Open Data & API Policy Directive• [P1, P4] Liberia Digital Village (Rural Digital Inclusion) & School Connect Expansion• [P1] Postal Infrastructure Modernization (Renovation of 3 additional postal Post Offices.)• [P1] Operationalization of the Liberia Cybersecurity Center (National CERT) and Critical National Information Infrastructure (CNII) Protection• [P1] National Data Center and National Disaster Recovery Center• [P2] Establish a unified Government Email System (@Gov.lr) and Email Security & Encryption Protocols

Year	Milestone	Key Activities & Deliverables (Pillar Reference)
Year 2 (2026): Integration & Capacity	E-Government is built, core capacity programs are launched, and funding is secured.	<ul style="list-style-type: none"> • [P3] National ICT Policy: Launch, validate, and complete the National ICT Policy (2025-2029). • [P3] National Computer Emergency Response Team (CERT) • [P3] Data Protection & Localization Act • [P3] Cyber Corps Program • [P3] MoPT Structural Reorganization • [P3] Redefining Terms of Reference (ToRs) • [P3] International Financial Commitments and Debt Management • [P3] Global ICT Governance Participation • [P3] Enhancing Financial Transparency through Automated Auditing • [P3] Capacity Building for MOPT Personnel • [P3] Staff Reclassification & Incentives • [P4] National Digital Training Platform • [P4] Digital Citizenship Campaign • [P4] Women & Youth in Tech Program • [P4] Postal Financial Services

Year 3 (2027): Expansion & Innovation

Foundational Digital Infrastructure and Core E-Government Readiness

- **[P1, P4]** Liberia Digital Village (Rural Digital Inclusion) & School Connect Expansion
- **[P1]** Postal Infrastructure Modernization (Renovation of 3 additional postal Post Offices.)
- **[P1]** "Dig-Once" Policy enforcement with MPW.
- **[P1]** National Data Center and National Disaster Recovery Center
- **[P2]** NDPAS Phase II Integration
- **[P2]** Digital Postal Network
- **[P2]** E-Commerce & Logistics Hub
- **[P2]** AI and Innovation Hubs
- **[P2]** Digital Archiving & Records Management
- **[P2]** Collaboration & Productivity Suite Integration
- **[P3]** Government Service Bus & Systems Integration and E-Government Platform Operationalization
- **[P3]** Cyber Corps Program
- **[P3]** International Financial Commitments and Debt Management
- **[P3]** Global ICT Governance Participation
- **[P3]** Capacity Building for MOPT Personnel
- **[P4]** National Digital Training Platform
- **[P4]** Digital Citizenship Campaign
- **[P4]** Women & Youth in Tech Program
- **[P4]** Postal Financial Services
- **[MEL]** Conduct the formal Mid-Term Review (Q4 2027).

<p>Year 4 (2028): Consolidation & Near-Universal Access</p>	<p>The vast majority of infrastructure and services are in place.</p>	<ul style="list-style-type: none"> • [P1, P4] Liberia Digital Village (Rural Digital Inclusion) & School Connect Expansion • [P1] Postal Infrastructure Modernization (Renovation of 3 additional postal Post Offices.) • [P1] "Dig-Once" Policy enforcement with MPW. • [P3] Capacity Building for MOPT Personnel • [P3] Staff Reclassification & Incentives • [P4] National Digital Training Platform • [P4] Digital Citizenship Campaign • [P4] Women & Youth in Tech Program • [P4] Postal Financial Services
<p>Year 5 (2029): Sustainability & Impact</p>	<p>Final targets are met, and the strategy moves into a reinvestment cycle.</p>	<ul style="list-style-type: none"> • [P1, P4] Liberia Digital Village (Rural Digital Inclusion) & School Connect Expansion • [P1] Postal Infrastructure Modernization (Renovation of 3 additional postal Post Offices.) • [P3] Capacity Building for MOPT Personnel • [P4] National Digital Training Platform • [P4] Digital Citizenship Campaign • [P4] Women & Youth in Tech Program • [P4] Postal Financial Services • [P1] Second Submarine Cable Landing and "Dig-Once" Policy enforcement with MPW. • [P3] Achieve 80% e-Government services digitized and data interoperability across all MACs for compliance with shared services. • [MEL] Publication of the Final Digital Liberia Impact Assessment. • [P3] Development and validation of the successor National ICT Policy.

6.3 RISK MANAGEMENT AND MITIGATION STRATEGIES



Risk: Low implementation capacity due to a shortage of skilled personnel.

Mitigation: Expedite the launch of the "Cyber Corps" and the National Digital Platform, ensuring their integration within key Ministries, Agencies, and Commissions (MACs).



Risk: Resistance from Mobile Network Operators (MNOs) and the private sector, potentially against new levies or increased competition.

Mitigation: Establish collaborative partnership frameworks with MNOs. This will be balanced by creating new revenue streams for them, such as opportunities in e-commerce and digital finance, to help offset the impact of any new levies.



Risk: Low citizen adoption due to insufficient digital literacy.

Mitigation: Launch a widespread "Digital Citizenship" campaign.



6.4 COORDINATION WITH NATIONAL AND COUNTY DEVELOPMENT AGENDAS

The CIO's office will be responsible for coordination, acting as the secretariat for the CIO Council. This structure is essential to ensure that all Ministries, Agencies, and Commissions (MACs) and County-level ICT projects adhere to the national enterprise architecture, thereby preventing fragmented or siloed spending. Furthermore, the Ministry of Post and Telecommunications (MOPT) will jointly chair the National Engineering Coordinating Team (NECT) with the Ministry of Public Works (MPW) to enforce the "dig-One" policy.

7. MONITORING, EVALUATION, AND LEARNING (MEL)

8.1 MEL Framework

The Ministry will implement a Results-Based Management (RBM) framework. This approach ensures that all strategic pillars and interventions are directly linked to specific, measurable outcomes. To facilitate real-time performance tracking of the ARREST Agenda and MOPT projects, the office of the CIO-RL will manage a central, AI-powered monitoring dashboard.



7.2 Key Performance Indicators

Infrastructure: A key area of focus for this oversight is monitoring 3G/4G network coverage, the affordability of data costs, and the quality assurance of fiber optic cable deployment.

E-Gov: The percentage of government-to-citizen (G2C) and government-to-business (G2B) services fully available online, alongside citizen satisfaction levels.

Postal: Utilization rate of the National Digital Postcode and Addressing System (NDPAS) for deliveries, and postal revenue growth.

Economy: The number of new technology startups established.

Security: The volume of cyber threats successfully blocked by the Computer Emergency Response Team (CERT), and the number of graduates from the "Cyber Corps" program.

7.3 Reporting Mechanisms

The MOPT is committed to transparency and will submit an Annual State of Digital Liberia report to the President. This yearly report will detail the progress made against the five-year strategic timeline and provide a clear, accountable overview of key performance indicators (KPIs).

7.4 Evaluation and Adaptation Processes

This Strategic Plan is considered a "living document." A formal mid-term review is scheduled for Q4 2027. This review will serve to assess progress, analyze any encountered challenges, and facilitate necessary resource reallocation. Furthermore, the ICT Governance Board is empowered to authorize adaptations to the plan to effectively integrate new technologies and respond to evolving market conditions.



8. APPENDICES

Appendix A: Glossary of Terms

- **CIO-RL:** Chief Information Officer, Republic of Liberia
- **ARREST:** Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism
- **NDPAS:** National Digital Postal Address System
- **MOPT:** Ministry of Posts and Telecommunications
- **ICT:** Information Communication Technology

Appendix B: Stakeholder Consultation Summary

The validation of this plan incorporated feedback from key stakeholders, including all major Ministries, Agencies, and Commissions (MACs), Mobile Network Operators (MNOs), Internet Service Providers (ISPs), Civil Society organizations, and Diaspora groups. This consensus was reached during the National Digital Strategy workshops, the Liberia Technology Summit 2025, and Liberia Digital Week.

APPENDIX C: REFERENCES AND DATA SOURCES

- Government of Liberia A.R.R.E.S.T. Agenda
- Government of Liberia "Whole of Government" National Digital Strategy (2025)
- MOPT Implementation Strategies for Postal Service Delivery (2025)
- Government of Liberia National ICT Policy (2019-2024)
- Digital Week 2025 Resolutions
- Liberia Technology Summit 2025 Resolutions
- World Bank, ITU, and GSMA 2024 Reports on Liberia
- The ECOWAS telecommunications & ICT Policy framework
- The African Union's Agenda 2063
- ITU Strategic Plan 2024-2027
- Sustainable Development Goals (SDGs)





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Motto: Rain or Shine, Our Digital and Postal Future
is Connected.