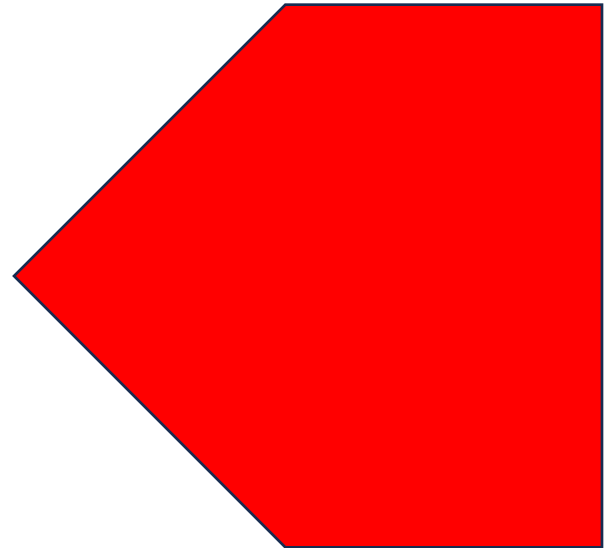
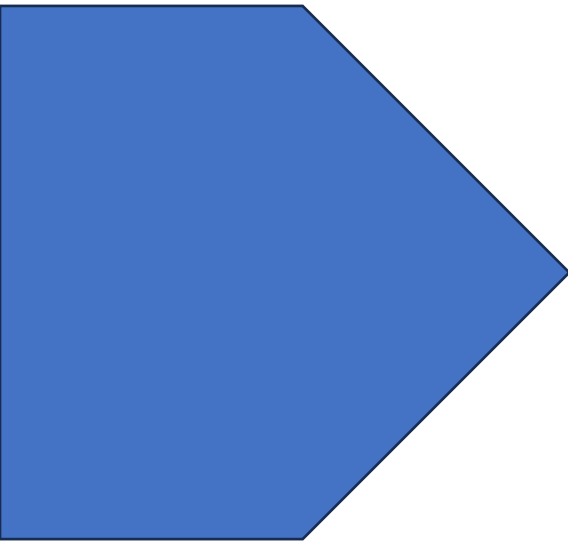




MINISTRY OF MINES AND ENERGY
REPUBLIC OF LIBERIA
STRATEGIC PLAN 2025-2029



STRATEGIC PLAN 2029

“Harnessing Resources for Inclusive Growth and Sustainable Development”

ABBREVIATIONS AND ACRONYMS

Acronym	Full Meaning
AAID	ARREST Agenda for Inclusive Development
AfDB	African Development Bank
ASM	Artisanal and Small-scale Mining
EITI	Extractive Industries Transparency Initiative
EPA	Environmental Protection Agency
GoL	Government of Liberia
ICT	Information and Communication Technology
IGR	Internally Generated Revenue
kV	Kilovolt
LGS	Liberia Geological Survey
LRA	Liberia Revenue Authority
MME	Ministry of Mines and Energy
MW	Megawatt
NOCAL	National Oil Company of Liberia
PPP	Public-Private Partnership
RE	Renewable Energy
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
UNDP	United Nations Development Programme
WB	World Bank



MINISTER'S STRATEGIC OUTLOOK Message *from the Hon. Wilmot J. M. Paye,*

The Ministry of Mines and Energy enters the 2025–2029 strategic period at a pivotal moment in Liberia's development journey. As custodian of the country's mineral, energy, and hydrological resources, our mandate is not only regulatory but developmental — ensuring that these resources are managed with efficiency, transparency, and foresight to deliver maximum benefits to the Liberian people.

Over the next five years, the Ministry will focus on deepening institutional reforms, modernizing governance systems, and strengthening regulatory capacity. This requires embedding accountability and performance-driven management across all levels, decentralizing services to the counties, and operationalizing clear standard operating procedures that enhance consistency and efficiency.


Key reforms include:


- Decentralizing service delivery to all counties to bring regulatory oversight and technical support closer to sector actors, to ensure effective compliance monitoring, reduce illicit activities in the mining sector, and significantly increase sector revenues.
- Modernizing the legal and policy framework to ensure alignment with international best practices, investor confidence, and sustainable resource management.
- Strengthening data governance systems for geology, hydrology, and energy, supported by advanced technologies, bilateral cooperation, and compliance with global reporting standards to include both geological and geophysical surveys for the entire country.
- Formalizing and regulating artisanal and small-scale mining (ASM) to improve livelihoods while enforcing traceability, environmental safeguards, and compliance monitoring.
- Institutional capacity building through digitization of core processes, the establishment of a Monitoring & Evaluation Unit, and structured resource mobilization frameworks to secure sustainable financing.
- Enhancing inter-agency coordination and stakeholder engagement, positioning the Ministry as a credible and trusted partner in both national and international forums.
- Establishing mechanisms for national participation in concessions and equity management, ensuring Liberia's interests are protected and optimized in all mining and energy agreements.

The Ministry recognizes that governance systems and robust institutions are the foundation of sector transformation. For this reason, transparency, accountability, and evidence-based decision-making will guide our interventions. This includes systematic compliance audits, digital traceability systems, and continuous monitoring of sector revenues and performance indicators.

With a conservative implementation cost of US\$39.5m, this Strategic Plan is grounded in fiscal realism while leaving room for growth through mid-term review. Funding will be mobilized through three channels: (i) Government budgetary allocation (40%), (ii) Internally Generated Revenue and sector retention mechanisms (10%), and (iii) support from bilateral and multilateral partners and the private sector (50%). This diversified financing approach ensures both ownership and sustainability.

Ultimately, this Strategic Plan is a blueprint for building systems that outlast individuals. It is a governance document that positions the Ministry not only as a regulator but as a policy hub, reform driver, and institutional backbone for Liberia's sustainable growth.


Wilmot J. M. Paye
MINISTER



Acknowledgement

The Department of Planning, Research and Development profoundly acknowledges the inputs of the Senior Management Team and the Directors and Assistant Directors, who on several occasions had many different but yet aspiring views on how the next five years of activities of this Ministry should be structured and implemented.

We also want to acknowledge the contributions of the Mineral Sector Working Group, the ASM Working Group, the Energy Sector Working and development partners.

Lastly, with heartfelt appreciation, we want to acknowledge the contributions of the consultants who, without any cost to the Ministry, agreed to facilitate the drafting of this plan. Mr. Cooper Mykers, who initiated the drafting process and Mr. Absalom S. F. Kendor, who later came onboard and facilitated the overall restructuring of the draft.

We are extremely grateful to everyone, including some that were not mentioned. Thanks for your contributions to the Strategic Plan 2025-2029.

EXECUTIVE SUMMARY

The Ministry of Mines and Energy (MME) 2025–2029 Strategic Plan outlines a comprehensive roadmap for transforming Liberia’s mining, energy, hydrological and geological resource management sectors. Grounded in the ARREST Agenda for Inclusive Development (AAID), the plan is structured around seven strategic pillars aimed at institutional reform, sustainable resource management, energy access, environmental stewardship, research and innovation, partnerships, and sector governance.

Over the five-year period, the MME will focus on strengthening institutional capacity, decentralizing service delivery, expanding renewable and conventional energy infrastructure, and promoting responsible mineral extraction. The plan emphasizes policy reforms, infrastructure development, community engagement, and the use of modern technologies to ensure transparency, accountability, and optimal benefits from natural resources.

Key to achieving these goals will be strong partnerships with government agencies, development partners, private sector actors, and local communities. The strategy adopts clear Key Performance Indicators (KPIs), realistic timelines, and defined responsibilities to monitor progress. With an emphasis on sustainable development, the MME aims to position Liberia as a competitive, transparent, and environmentally responsible player in the regional and global energy, geological, hydrological and mining sectors—ensuring equitable benefits for all Liberians.

The total estimated cost of implementing the Strategic Plan is approximately US\$39.5 million (thirty-nine point five million United States dollars) over the five-year period.

Proposed Sources of Funding:

- Government of Liberia / National Budget Appropriation – 65%
- Internally Generated Revenue (IGR), including minimum 5%
- Development Partners and Bilateral/Multilateral Contributors – 25%

This financial framework ensures that the plan is credible, realistic, and achievable, while leveraging both national and international support.

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1. FOUNDATIONAL STATEMENTS

1.1 Our Mandate

The Ministry of Mines and Energy (MME) is by statute mandated to serve as the custodian of Liberia’s diverse geological, mineral, and energy resources. The Ministry ensures these resources are explored, developed, and managed responsibly to contribute meaningfully to the country’s socio-economic growth, environmental sustainability, and long-term national prosperity.

1.2 Our Vision

A Liberia where geological, hydrological, mineral, and energy resources are equitably and optimally utilized for sustainable economic growth, shared prosperity, and the benefit of all citizens.

1.3 Our Mission

To formulate and implement policies, laws, and regulations that effectively govern the geological, hydrological, mineral, and energy sectors; to promote sustainable resource management that meets the needs of present and future generations; to generate and disseminate accurate data and information on resources; and to provide strategic services that stimulate responsible investment for national development and the well-being of all Liberians.

1.4 Our Core Values

In addition to upholding the values and principles enshrined in Liberia’s governance reforms, the Ministry has adopted complementary core values that guide daily conduct and decision-making. These values define the ideal behaviors expected of all MME staff and serve as a benchmark for performance assessment. The Ministry will actively implement initiatives to embed these values in its operations and periodically review adherence to them.

Core Value	Explanation	Manifest Behavior	Monitoring Indicator
Accountability	Taking responsibility for actions, decisions, and results while being answerable to stakeholders.	Reporting performance and results at all levels, owning successes and shortcomings.	Stakeholder satisfaction surveys; performance reports.
Transparency	Providing open access to information about services, activities, and performance for public scrutiny.	Publishing clear and timely information on services and operations.	Availability of information on official platforms; public access statistics.

Innovation	Solving problems through creative thinking, technology adoption, and continuous improvement.	Anticipating change, adapting proactively, and applying innovative solutions.	Number and scale of new solutions implemented; problem resolution rate.
Integrity	Acting with honesty, fairness, and responsibility in fulfilling the Ministry’s mission.	Doing the right thing consistently, even in the absence of oversight or reward.	Number of complaints from stakeholders; internal ethics audits.
Responsiveness	Addressing stakeholder needs and concerns promptly and effectively.	Providing timely responses and mutually acceptable solutions to issues raised.	Response time to stakeholder inquiries; percentage of resolved cases.
Gender Inclusiveness	Promoting equal opportunities, participation, and benefits for women, men, and vulnerable groups in all MME programs and activities.	Promoting equal opportunities, participation, and benefits for women, men, and vulnerable groups in all MME programs and activities.	Promoting equal opportunities, participation, and benefits for women, men, and vulnerable groups in all MME programs and activities.

2. STRATEGIC GOALS AND OBJECTIVES

GOAL 1: INSTITUTIONAL REFORM AND DECENTRALIZATION

Purpose/Focus: Expand MME’s operational presence to leeward counties and improve systems for responsive service delivery.

STRATEGIC OBJECTIVES (2025–2029)

OBJECTIVE 1.1: Establish and operationalize MME County Offices in all of the 15 counties with at least 5 constructed County Offices by 2029

Focus: long-term infrastructure investment and service expansion.

OBJECTIVE 1.2: Procure and allocate 15 double cabin pickups and 20 motorcycles by 2029.

Focus: logistics and enforcement reach.

OBJECTIVE 1.3: Recruit, train, and deploy at least 40 additional technical personnel to support decentralization by 2029.

Focus: HR capacity to support county level service delivery.

OBJECTIVE 1.4: Develop, standardize, and implement a decentralized service delivery framework and operational SOPs by 2027.

Focus: clarity of operations and responsiveness.

GOAL 2: LEGAL AND POLICY FRAMEWORK MODERNIZATION

Purpose/Focus: Review, update, and harmonize legal and policy instruments across mining, energy, and water sectors to strengthen sector governance.

STRATEGIC OBJECTIVES (2025–2029)

OBJECTIVE 2.1: Review to strengthen current Minerals and Mining Regulatory framework by 2029.

Focus: strengthen mineral sector governance and legal clarity.

OBJECTIVE 2.2: Develop, adopt, and operationalize a comprehensive integrated National Energy Master Plan by 2028.

Focus: integrate renewable energy and increase energy access.

OBJECTIVE 2.3: Draft and enforce at least six (6) new sector-specific regulations and guidelines by 2029.

Focus: reduce regulatory gaps, enhance and operationalize existing laws.

OBJECTIVE 2.4: Undertake a nationwide energy policy compliance review by 2027. **Focus:** *comprehensive diagnostic to ensure compliance.*

OBJECTIVE 2.5: Integrate and strengthen the permanent Legal Unit within the Ministry by 2026.

Focus: enhance institutionalize legal representation and regulatory enforcement.

GOAL 3: GEOLOGICAL AND HYDROLOGICAL DATA GOVERNANCE

Purpose/ focus: Enhance national geological and hydrological mapping, data systems, and accessibility to support evidence-based planning and improve investment potentials.

STRATEGIC OBJECTIVES (2025–2029)

OBJECTIVE 3.1: Source funding and commission comprehensive national geological, airborne geophysical, and ground magnetics surveys in the 10 quadrangles (in collaboration with bilateral and multilateral partners) by 2029.

Focus: Build on bilateral and multilateral collaboration to significantly improve geological and geophysical datasets nationwide.

OBJECTIVE 3.2: Establish and operationalize a modern in-country mineral testing laboratory by 2029

Focus: Enhance control, timeliness, and national capacity instead of sending samples abroad.

OBJECTIVE 3.3: Support the Office of Precious Minerals in meeting Kimberley Process (KP) requirements by 2026

Focus Strengthens national diamond governance and international compliance.

OBJECTIVE 3.4: Seek and operationalize national, bilateral, and multilateral partnerships for technical capacity enhancement by 2029

Focus: Builds long-term human resource sustainability.

OBJECTIVE 3.5: Modernize and operationalize a national hydrological monitoring network by 2029

Focus: Strengthens water resource governance and climate resilience through real-time hydrological data.

GOAL 4: FORMALIZATION AND REGULATION OF ARTISANAL AND SMALLSCALE MINING (ASM)

Purpose/ focus: Improve licensing, compliance, environmental management, and cooperative development for ASM operators nationwide.

STRATEGIC OBJECTIVES (2025–2029)

OBJECTIVE 4.1: Regularize at least 1,000 ASM operators and formalize at least 15 ASM Cooperatives through licensing by 2029.

Focus: shift operators from informal to legal economy.

OBJECTIVE 4.2: Develop and implement a nationwide ASM Compliance Monitoring Program by 2028.

Focus: regulation, safety, and environmental protection.

GOAL 5: INSTITUTIONAL CAPACITY AND ACCOUNTABILITY

Purpose/Focus: Strengthen human capital, performance systems, ICT tools, and accountability mechanisms to improve Ministry-wide effectiveness.

STRATEGIC OBJECTIVES (2025–2029)

OBJECTIVE 5.1: Enhance the Ministry-wide Human Resource Capacity by 2029 *Focus: address manpower, skills, and succession.*

OBJECTIVE 5.2: Digitalize at least 80% of MME’s core administrative and technical processes by 2029.

Focus: ICT as a strategic function for efficiency and data integrity.

OBJECTIVE 5.3: Establish a dedicated Monitoring and Evaluation Unit by 2027.

Focus: improve accountability, planning, and M&E.

OBJECTIVE 5.4: Establish a dedicated Resource Mobilization policy framework by 2026

Focus: internal funding base for independence and functionality.

GOAL 6: STRATEGIC PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

Purpose/Focus: Foster stronger collaboration with international partners, civil society, local communities, and advocacy groups to enhance policy dialogue, transparency, and program delivery.

STRATEGIC OBJECTIVES (2025–2029)

OBJECTIVE 6.1: Develop, operationalize, and sustain a Stakeholder Engagement and Public Communication Program by 2028.

Focus: Dedicated internal mechanism for structured external engagement, transparency, and civic behavioral change.

OBJECTIVE 6.2: Develop/enhance and implement Multi-Stakeholder Partnership. Focus: *structured, transparent partnerships with clear roles.*

OBJECTIVE 6.3: Foster Interagency Coordination and collaboration by 2029

Focus: Establish and operationalize a structured platform for collaboration with key sectoral and cross-sectoral institutions

GOAL 7: STRENGTHEN NATIONAL PARTICIPATION AND COMMERCIAL INTERESTS MANAGEMENT IN MINING AND CONCESSIONS

Purpose/Focus: Enhance Liberia’s capacity to directly participate in mineral exploration, data commercialization, and equity share management in order to maximize national revenue and ensure sustainable benefits from the country’s mineral resources.

STRATEGIC OBJECTIVES (2025–2029)

OBJECTIVE 7.1: Establish and operationalize an entity to manage state-owned equities, exploration and mining activities by 2029

Focus: structured state participation in mineral exploration and data commercialization.

OBJECTIVE 7.2: Develop and implement a framework to manage, protect, and optimize Liberia's equity shares in existing and future mining concessions by 2027.

Focus: safeguarding and maximizing national commercial interests.

3. STRATEGIC INITIATIVES PER YEAR

GOAL 1: INSTITUTIONAL REFORM AND DECENTRALIZATION

Year	Objective 1.1: Establish and operationalize MME County Offices in all of the 15 counties with at least 5 constructed County Offices by 2029	Objective 1.2: Procure and allocate 15 double cabin pickups and 20 motorcycles by 2029.	Objective 1.3: Recruit, train, and deploy at least 40 additional technical personnel to support decentralization by 2029.	Objective 1.4: Develop, standardize, and implement a decentralized service delivery framework and operational SOPs by 2027.
2025	<ul style="list-style-type: none"> - Identify 5 priority counties for construction of county offices - Begin needs assessment on available infrastructure - Lease or renovate 15 county offices -Develop standard County Office architectural design 		<ul style="list-style-type: none"> - Assess staffing capacity needs for the counties - -Initiate internal HR planning for deployment or redeployment 	<ul style="list-style-type: none"> - Review existing reporting formats - identify reporting and service delivery gaps -Draft data integration roadmap
2026	<ul style="list-style-type: none"> - Acquisition of land -Launch construction of at least 1 county 	Acquire 15 double cabin pickups to augment county operations	<ul style="list-style-type: none"> - initiate recruitment process of the 40 technical staff - - Launch training and deployment of technical staff 	<ul style="list-style-type: none"> - Develop integrated standardize reporting formats and dashboards - Train central + county staff on reporting formats

2027	<ul style="list-style-type: none"> - Expand to at least 3 additional counties - Complete outfitting of at least 1 county office 		<ul style="list-style-type: none"> - Continue recruitment of technical staff - Continue the training and deployment of county technical staff Initiate annual experience sharing session for counties 	<ul style="list-style-type: none"> - Adopt and launch standardized service delivery and reporting tools
2028	<ul style="list-style-type: none"> Expand to at least 2 additional counties - Complete outfitting of at least 2 county office - Establish oversight mechanisms 	Acquire 20 Motorbikes to augment county operations	<ul style="list-style-type: none"> - conduct review of the recruitment process of 40 county technical staff and identify any technical and capacity gaps, -Continue in-service training to close gaps - Continue annual experience sharing session for counties 	<ul style="list-style-type: none"> - Assess the effectiveness and efficiency of adopted tools, - Evaluate performance impact of county data integration -Design and implement any recommended improvement measures,
2029	<ul style="list-style-type: none"> -Complete minimum 5 county offices and operationalize - Evaluate service uptake across counties 		<ul style="list-style-type: none"> - complete any outstanding recruitment of technical staff, -continue in-service training and deployment of any new county technical staff, - institutionalize annual experience sharing session for counties 	<ul style="list-style-type: none"> - Refine tools for sustainability

GOAL 2: LEGAL AND POLICY FRAMEWORK MODERNIZATION

Year	Objective 2.1: Review to strengthen current Minerals and Mining Regulatory framework by 2029.	Objective 2.2: Develop, adopt, and operationalize a comprehensive integrated National Energy Master Plan by 2028.	Objective 2.3: Draft and enforce at least six (6) new sector-specific regulations and guidelines by 2029.	Objective 2.4: Undertake a nationwide energy policy compliance review by 2027.	Objective 2.5: Integrate and strengthen the permanent Legal Unit within the Ministry by 2026.
2025	<ul style="list-style-type: none"> - Conduct gap analysis of current mining law - Compile legal reform recommendations from stakeholders - Review global best practices (Africa & beyond) 	<ul style="list-style-type: none"> • Establish crosssectoral Energy Master Plan Working Group with relevant agencies, and development partners. • Develop TOR for consultants and technical experts. 	<ul style="list-style-type: none"> - take inventory of existing regulations - Identify regulatory gaps mining sector - Draft regulation roadmap 	<ul style="list-style-type: none"> • Form Compliance Review Technical Committee (MME policy division + sector experts). • Develop review methodology focusing on policy implementation rather than direct regulation. 	<ul style="list-style-type: none"> - Develop organizational structure, job descriptions, and TOR - strengthen/Allocate office space and budget line
	-submit proposed amendments to the Office of the President	• Conduct baseline review of existing energy policies, laws, and strategic frameworks		• Identify and map all existing governance frameworks and policy mandates in the sector.	

<p>2026</p>	<p>- obtain legislative enactment --enforcement of new amendments</p>	<ul style="list-style-type: none"> • Conduct nationwide stakeholder consultations (public, private sector, local communities) to gather priorities for the Master Plan. • Draft initial policy and technical framework for generation, transmission, distribution, and RE integration. • Peer review with development partners and technical experts. 	<p>- Regulation drafting continues- Obtain public comments of draft regulations -Launch implementation of new/updated regulations - initiate enforcement of regulations</p>	<ul style="list-style-type: none"> • Carry out documentbased and field-level compliance review in all 15 counties (policy adherence, institutional coordination, and legal clarity). • Compile preliminary findings into thematic policy briefs. • Share early observations with relevant agencies for feedback. 	<p>- Recruit lawyers and and research staff - -Initiation of legal representation and counsel</p>
<p>2027</p>	<p>- enforcement of new amendments -conduct initial assessment of implementation of amended law to identify gaps and implementation challenges</p>	<ul style="list-style-type: none"> • Refine and finalize the draft Master Plan based on consultation and technical review. • Secure Cabinet endorsement and conduct national validation workshop. • Align Master Plan with Liberia’s regional and international energy policy commitments. 	<p>- Drafting continues- Obtaining public comments on drafts continues - - Launching of new/updated regulations continue - continue enforcement of regulations</p>	<ul style="list-style-type: none"> • Publish National Policy Compliance Review Report with clear recommendations for policy reforms. • Host National Energy Policy Forum to validate findings and build consensus on priority reforms. • Develop MME-led policy update roadmap for relevant authorities’ consideration. 	<p>-</p>

2028	- enforcement of new amendments with the implementation of measures to curtail identified implementation challenges	<ul style="list-style-type: none"> • Submit to relevant authorities for adoption. • Begin institutional readiness activities for implementation (capacity building, budgeting, integration into MTEF). • Develop citizenfriendly summary for public awareness. 	<p>- continue enforcement of regulations - conduct initial assessment of enforcement to identify gaps and implementation challenges</p> <p>-implement remedial measures to curtail challenges/findings</p>	<ul style="list-style-type: none"> • Use review recommendations to influence updates to policies, strategies, and governance frameworks • Monitor progress of agreed policy updates and coordinate with relevant agencies • Provide technical guidance to align regulations with updated policies. 	<p>- enhance institutional functions of legal unit - Create legal partnerships with relevant agencies</p>
2029	- Evaluate enforcement and compliance with updated law -	<ul style="list-style-type: none"> • Launch official implementation of Master Plan (Phase I priority projects). • Integrate Master Plan monitoring into annual sector reporting. • Begin mid-term review preparations for post-2029 cycle. 	<p>-continue enforcement of regulations</p> <p>-Evaluate effectiveness of all regulations</p> <p>- Finalize full compliance toolkit and rollout new strategic plan</p>	<ul style="list-style-type: none"> • Institutionalize compliance review as a biennial MME policy monitoring function. • Publish updated review tools and best practice guidelines. • Provide continuous policy advisory support to implementing agencies. 	-

GOAL 3: GEOLOGICAL AND HYDROLOGICAL DATA GOVERNANCE

Year	Objective 3.2: Source funding and commission comprehensive national geological, airborne geophysical, and ground magnetics surveys in the 10 quadrangles (in collaboration with bilateral and multilateral partners) by 2029.	Objective 3.1: Establish and operationalize a modern in-country mineral testing laboratory by 2029	Objective 3.3: Support the Office of Precious Minerals in meeting Kimberley Process (KP) requirements by 2026	Objective 3.4: Seek and operationalize national, bilateral, and multilateral partnerships for technical capacity enhancement by 2029	Objective 3.5: Modernize and operationalize a national hydrological monitoring network by 2029
2025	<ul style="list-style-type: none"> - Engage with partners - Identify priority areas and datasets - Draft national geological mapping and geochemical sampling plan for at least one quadrangle 	<ul style="list-style-type: none"> - Conduct assessment of existing Liberia Geological Survey (LGS) infrastructure to determine its suitability for use as a laboratory infrastructure - Finalize on the site - - Identify funding sources including international partners 	<ul style="list-style-type: none"> -Prepare for 2026 KP review visit - Train relevant staff in diamond valuation and reporting standards -Acquire specialized scientific equipment for diamond valuation - 	<ul style="list-style-type: none"> --conduct institution-wide capacity gap analysis, - commence fulfillment of obligations/tasks/responsibilities under the already signed MoUs, -Follow up on the status of bilateral/collaboration agreement with the relevant partners 	<ul style="list-style-type: none"> -Inventory existing hydrological stations. - Assess equipment condition and coverage gaps. -Consult relevant agencies on data integration and system interoperability.

2026	-update standard geological database templates	- Secure land and finalize design and equipment specs - Procure initial	-KP review visit, -Identify issues from KP review visit,	-Continue fulfillment of obligations/tasks/responsibilities	-Design national hydrological system modernization plan.
	- Recruit, train and deploy local geoscientists to assist with surveys - continuation of the national geological mapping and geochemical sampling plan to cover at least one additional quadrangle Sign MOU(s) with other international partners - Begin/continue mapping in other quadrangles - -	equipment - Mobilize technical partners for lab setup	--conduct annual national KP meeting	under the MOU signed with partners, -initiate effort to implement recommendation from institution-wide capacity gap analysis -identify priority areas for capacity building under the bilateral/collaboration agreements, -Where necessary, review and revise MOU with relevant partners to make it gender inclusive and disability friendly	-Acquire and deploy equipment at least 5 new hydrological stations. - Recruit, train, and deploy additional hydrological technicians.
2027	- Expand surveys to additional quadrangles -	- Begin construction of lab facility - Recruit lab staff and train technicians - Begin partial equipment installation	-Initiate implementation of recommendations from KP review report - Update country KP compliance roadmap - -Submit updated KP annual report	-continue the implementation of signed MOUs	-Expand network by acquiring and deploying equipment at least 5 additional stations. -Recruit, train, and deploy additional hydrological technicians. -Begin real-time data streaming into central database.

			conduct annual national KP meeting		
2028	- Continuation of surveys in remaining quadrangles	- Complete lab construction and full equipment setup - Launch operations with certification process	Initiate implementation of recommendations from KP review report -conduct study tour on counterpart countries' SDS pilot	-Continue the implementation of signed MOUs	-Further expand network with at least 5 additional stations (cumulative 15 new stations). -Recruit, train, and deploy additional hydrological technicians.
		- Provide testing services to licensed firms	project implementation to guide decision for adoption. conduct annual national KP meeting		-Establish functional integrated national hydrological network. - Support development of early warning systems for floods and droughts.

2029	<ul style="list-style-type: none"> - Evaluate impact of surveys on mineral sector governance - Plan for periodic data updates (every 5–10 years) -- Host investor forums with data showcase 	<ul style="list-style-type: none"> - Maintain and upgrade lab capabilities - Begin annual QA/QC audit - Establish regional partnerships for lab research 	<p>Conduct internal review of implementation progress of KP review report recommendations - conduct annual national KP meeting</p>	<ul style="list-style-type: none"> - continue the implementation of signed MOUs -conduct review to track progress made under national, bilateral and multilateral partnerships, 	<ul style="list-style-type: none"> -Evaluate effectiveness of the hydrological monitoring network. -Institutionalize hydrological monitoring into national M&E systems. -Share data routinely with relevant agencies for policy and operational use.
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GOAL 4: FORMALIZATION AND REGULATION OF ARTISANAL AND SMALL-SCALE MINING (ASM)

Year	Objective 4.1: Regularize at least 1,000 ASM operators and formalize at least 15 ASM Cooperatives through licensing by 2029.	Objective 4.2: Develop and implement a nationwide ASM Compliance Monitoring Program by 2028.
2025	<ul style="list-style-type: none"> - Conduct nationwide ASM operator census - Assess barriers to licensing & map hotspots - Design simplified licensing model 	<ul style="list-style-type: none"> - Identify target areas for compliance enforcement - - Develop strategy for compliance enforcement -Undertake compliance and enforcement activities -submit non-compliance Persons for legal processing
2026	<ul style="list-style-type: none"> - Launch online + mobile-based ASM licensing across the counties - Initiate ASM awareness campaign - Conduct county-wide licensing drives 	<ul style="list-style-type: none"> - Identify target areas for compliance enforcement - - Develop strategy for compliance enforcement -Undertake compliance and enforcement activities - submit non-compliance Persons for legal processing
2027	<ul style="list-style-type: none"> - Continuation of licensing drive across counties - Monitor compliance and license renewal - Link licensing to traceability systems 	<ul style="list-style-type: none"> - Identify target areas for compliance enforcement - - Develop strategy for compliance enforcement -Undertake compliance and enforcement activities -submit non-compliance Persons for legal processing

2028	<ul style="list-style-type: none"> - Achieve at least 80% ASM licensing milestone - Link ASM licenses to digital monitoring systems - 	<ul style="list-style-type: none"> - Identify target areas for compliance enforcement - - Develop strategy for compliance enforcement -Undertake compliance and enforcement activities - submit non-compliance Persons for legal processing
2029	<ul style="list-style-type: none"> - Sustain digital licensing and renewal systems - Conduct annual compliance review - 	<ul style="list-style-type: none"> - Identify target areas for compliance enforcement - - Develop strategy for compliance enforcement -Undertake compliance and enforcement activities -submit non-compliance Persons for legal processing

GOAL 5: INSTITUTIONAL CAPACITY AND ACCOUNTABILITY

Year	Objective 5.1: Enhance the Ministry-wide Human Resource Capacity by 2029	Objective 5.2: Digitalize at least 80% of MME’s core administrative and technical processes by 2029.	Objective 5.3: Establish a dedicated Monitoring and Evaluation Unit by 2027	Objective 5.4: Establish a dedicated Resource Mobilization policy framework by 2026
2025	<ul style="list-style-type: none"> - Initiate process of assessing/identifying HR capacity gap, and come up with recommendations. - Develop human resource capacity building plan, initiate performance appraisal for staff -Launch annual employee recognition award 	<ul style="list-style-type: none"> - Inventory existing services to be digitize - initiate digitization 	<ul style="list-style-type: none"> - draft terms of reference (TOR) for M & E and research units, - include M&E and research units in 2026 budget, - 	<ul style="list-style-type: none"> - Review sector revenue inflow data -Operationalize administrative fees collection scheme - Propose framework for retention of percentage of the mineral development funds, - Begin engagement with relevant agencies and & partners

2026	<ul style="list-style-type: none"> - Re-launch technical student internship and vacation student programs - Roll out basic HR digital tools - Continue performance appraisal for staff - Continue annual employee recognition award 	<ul style="list-style-type: none"> - Launch and roll digitization program 	<ul style="list-style-type: none"> - recruit staff for units, -equipe offices, Draft M & E templates - Engage departments in rollout plan - Conduct first results-based review 	<ul style="list-style-type: none"> - Secure policy approval for the retention of percentage of the mineral development funds - Enhance internal revenue tracking processes - Host first donor roundtable
	<ul style="list-style-type: none"> -organize retirees' program 		<ul style="list-style-type: none"> - Publish mid-year and annual performance reports 	<ul style="list-style-type: none"> - Implement % of retention across all eligible funds
2027	<ul style="list-style-type: none"> --Reclassify roles for proper alignment, -upgrade staff status to commensurate with qualification and competence - Continue performance appraisal for staff - Continue annual employee recognition award -organize retirees' program 	<ul style="list-style-type: none"> - continue the roll out of digitization program 	<ul style="list-style-type: none"> - Institutionalize quarterly reviews and dashboards - Align M&E system with national reporting (AAID) - Strengthen departmental planning capacity 	<ul style="list-style-type: none"> - Implement % of retention across all eligible funds - Monitor disbursements and operational use - Publish financial accountability brief
2028	<ul style="list-style-type: none"> - Review and revise HR policy - Continue performance appraisal for staff - Continue annual employee recognition award - organize retirees' program 	<ul style="list-style-type: none"> - continue the roll out of digitization program 	<ul style="list-style-type: none"> - Conduct independent departmental performance evaluation - Update planning and reporting templates/frameworks and tools - Institutionalize scorecards at department level 	<ul style="list-style-type: none"> - Implement % of retention across all eligible funds - Monitor disbursements and operational use - Publish financial accountability brief

2029	<ul style="list-style-type: none"> - Finalize HR reform evaluation - Continue performance appraisal for staff - Continue annual employee recognition award -organize retirees’ program 	<ul style="list-style-type: none"> -conduct assessment of digitization program 	<ul style="list-style-type: none"> - Sustain performance culture through awards & incentives 	<ul style="list-style-type: none"> - Implement % of retention across all eligible funds - Monitor disbursements and operational use - Publish financial accountability brief -review approved policy framework on the retention of percentage of the mineral development funds
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GOAL 6: STAKEHOLDER ENGAGEMENT AND PARTNERSHIP DEVELOPMENT

Year	OBJECTIVE 6.1: Develop, operationalize, and sustain a Stakeholder Engagement and Public Communication Program by 2028	OBJECTIVE 6.2: Develop/enhance and implement Multi-Stakeholder Partnership	OBJECTIVE 6.3: Foster Interagency Coordination and collaboration by 2029
2025	<ul style="list-style-type: none"> - Conduct stakeholder mapping and influence analysis. - Draft Stakeholder Engagement & Communications Strategy. - Benchmark best practices in mining/energy sector outreach. - Design monitoring & feedback tools. 	<ul style="list-style-type: none"> - Identify potential partners (CSOs, donors, academia). - Conduct needs assessment for partnership priorities. - Draft partnership agreement. - Enhance partnership consultations. 	<ul style="list-style-type: none"> - Identify agencies with crosscutting mandates, - Initiate engagement with identified agencies
2026	<ul style="list-style-type: none"> - Finalize and launch Stakeholder Engagement & Communications Strategy. - Identify focal persons from stakeholder group. 	<ul style="list-style-type: none"> - Formalize MOUs with partners. - Establish partnership tracking tool. 	<ul style="list-style-type: none"> - Launch Interagency Coordination Platform. - Develop shared data and reporting templates.

	<ul style="list-style-type: none"> - Begin periodic monitoring of engagement activities. - Host national conferences for the mining and energy sectors 		
2027	<ul style="list-style-type: none"> - Conduct midterm review of engagement strategy. - Update roles, guidelines, and tools. - Publish “Stakeholder Engagement report” 	<ul style="list-style-type: none"> - Implement partnership agreements -- refine established partnership tracking tool. 	<ul style="list-style-type: none"> - Integrate joint deliverables into sector M&E. - Host midterm interagency review session.
2028	<ul style="list-style-type: none"> - Sustain engagement systems 	<ul style="list-style-type: none"> - Implement partnership agreements 	<ul style="list-style-type: none"> - Publish “Interagency Collaboration Report.” - Share lessons with county administrations and other ministries.
2029	<ul style="list-style-type: none"> - Publish five years “Stakeholder Engagement report” 	<ul style="list-style-type: none"> - Implement partnership agreements - prepare and publish final report on partnership collaboration 	<ul style="list-style-type: none"> - Publish final “Interagency Collaboration Report.”

GOAL 7: STRENGTHEN NATIONAL PARTICIPATION AND COMMERCIAL INTERESTS MANAGEMENT IN MINING AND CONCESSIONS

Year	Objective 7.1: Establish and operationalize an entity to manage state-owned equities, exploration and mining activities by 2029	Objective 7.2: Develop and implement a framework to manage, protect, and optimize Liberia’s equity shares in existing and future mining concessions.by 2027
2025	<p>-Conduct benchmark studies to adopt and adapt best practices from other developing countries including those in the subregion to guide governance and operational models for said entity. - Initiate national stakeholder consultations to validate the concept, mandate, and structure of the entity.</p>	<p>-Conduct benchmark studies to adopt and adapt relevant best practices for equity-share management. -Initiate mapping of state-owned equities in various concessions agreements. -Design equity share management program</p>
2026	<ul style="list-style-type: none"> • Secure Cabinet review and approval of the proposed entity structure and mandate. • Obtain legislative enactment to legally establish the entity. 	<p>-Initiate transitional implementation of the equity share management program for target concessions</p>
2027	<ul style="list-style-type: none"> • Commence operationalization of the entity under a transitional phase. • Conduct initial assessment of operational readiness, identifying technical and capacity gaps. 	<p>-Conduct initial review of implementation in targeted concessions to identify implementation challenges. -Take corrective actions to address identified technical, legal, or operational challenges.</p>
2028	<ul style="list-style-type: none"> • Conduct comprehensive assessment of formative operations to refine systems, processes, and business models. • Strengthen governance and oversight mechanisms based on assessment findings. 	<ul style="list-style-type: none"> • Roll out full-scale implementation of the equity-share management framework across all applicable concessions.

2029	<ul style="list-style-type: none">• Roll out full operationalization of the entity.• Conduct impact assessment and introduce measures to ensure long-term financial sustainability and competitiveness.	-Prepare final report and transition equity share management to the proposed national entity responsible for managing state owned equities, exploration and mining activities
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4. SITUATIONAL ANALYSIS

Strategy is defined as the bridge between vision and mission (intent) on the one hand, and the prevailing situation, on the other hand. MME sought to formulate a Strategy that is attuned to the strategic issues obtaining in its operating environment. To achieve this, the Ministry embarked on in-depth Situational Analysis through several sessions at both institutional and departmental /directorate levels. The sessions established MME’s institutional strengths and weaknesses, and provided a view of the opportunities and threats that the Institution is currently exposed to. Lastly, the Institution reviewed the ARREST Agenda for Inclusive Development Plan in order to identify the Desired Outcomes that its Strategic Plan needed to deliver upon.

The Situational Analysis resulted in the identification of a comprehensive list of strategic issues that MME considered as critical input into the formulation of Strategic Objectives and Key Performance Indicators.

4.1 SWOT Analysis

Dimension	Identified Factors
Strengths	<p>Liberia is generally endowed with a rich and diverse base of mineral and geological resources, which can easily be developed for investment and economic exploitation;</p> <p>The ARREST agenda of the government showcases a strong political will of the government to improve the mining and energy sector. This is also matched by strong internal will to succeed and a strong, experienced and determined management Team.</p>

	<p>Goodwill from stakeholders and cooperating partners to support the development and implementation of mineral development programs and activities.</p> <p>Political will to implement reforms in the energy sector.</p> <p>Trainable manpower; the current team of employees is knowledgeable, motivated and skilled to deliver on core business;</p> <p>MME has basic Information and Communication Technology (ICT) infrastructure to support business processes.</p> <p>There is now a well-developed performance culture across the Institution, which makes strategy execution possible and successful;</p> <p>Regional and International financing agreements and facilities.</p> <p>Many major rivers for the construction of Hydro dams to boost energy supply</p>
Weaknesses	<p>Liberia's small population is considered as a negative factor in investments especially in the energy sector which is consumer- or demand-driven;</p> <p>Liberia's Centralized governance system generally affects MME administrative structures, with centralized administration based mostly at the headquarters office.</p>

	<p>Outdated Geological data that cannot be used at the moment to make investment and mining decisions</p> <p>Low budgetary allocation from central administration</p> <p>Limited capacity to regulate Artisanal and Small-scale mining</p> <p>There is a lack of technical and specialized skills across the entire mining and energy value chain and this creates implementation challenges on national Mining and Energy Strategy and agenda.</p> <p>Outdated Legal Framework - most legal frameworks need to be reviewed and updated in line with changes in the operating environment;</p>
Opportunities	<p>With a stable political climate, MME can attract more Investments in the mining and energy sectors, locally, regionally and internationally;</p> <p>There is High Demand for MME Services (i.e. Minerals, energy, etc.) and this demand can easily be translated into both investment and more diversified funding.</p> <p>MME can strengthen its monitoring, inspection and compliance enforcement capabilities both internally and/or through working with other partners.</p>

	<p>Availability of huge human resource (Geologists & Mining Engineers)</p> <p>There remains a huge potential for Mineral discoveries and standardization of Spatial Data.</p>
Threats	<p>There is a high rate of Illicit and unregulated Mining around the country, including unregulated artisanal and small-scale mining Liberia experiences high level of Mineral Smuggling across borders, using many means and channels that the MME does not have the capacity to monitor.</p> <p>Even though government has moratorium on the Usage of Mercury in mining, the practices is still widespread, unregulated and difficult to monitor Non-Compliance of some operators in the Mines & Energy Value Chains threatens the integrity of the industry and MME itself; Intrusion of foreigners/aliens in to the ASM sector.</p>

Following the analysis of the internal and external environment within which MME operates, strategic issues/ major challenges were identified which form part of the basis of the Strategic Direction. The following were the key issues identified:

- 1) Outdated Geological data
- 2) Inadequate statistics for decision making;
- 3) Inadequate financial resources;

4.2 Strategic Alignment

As part of the strategic planning process, a rigorous exercise was undertaken to unpack the provisions of the ARREST Agenda for Inclusive Development (AAID) and to establish the Desired Outcomes that fall under the ambit and responsibility of MME. This Section outlines areas that were identified and explain the specific issues that MME will be focusing on in the 2025 - 2029 strategic period.

Code	AAID Pillar	MME's Contribution
AAID 6.2.1	Labor and Employment	Contribute to creation of an inclusive labor market which is capable of driving economic growth by increasing jobs in the mines and energy sector through skills development
AAID 6.1.5	Mineral Resource Management	Promote sustainable economic growth, attract foreign investment, and create jobs, while ensuring environmental sustainability and community engagement; Effective and climate smart management of mineral resources,
AAID 6.2.4.	Energy	Ensure sustainable energy access for the population and businesses, while guaranteeing energy security; providing reliable energy for economic activities, improving environmental management, and promoting sustainable use of natural resources; Ensure that reliable, affordable, efficient, and sustainable electricity is accessible to all sectors of the economy, to

		facilitate economic growth, and improve quality of life, and social equity.
AAID 6.2.6.	Housing Development	Ensures that Concessionaires provide affordable, safe, and adequate housing for citizens; Accelerate Housing Delivery through Stakeholder Involvement and Development of Alternative Housing Construction Models with consideration for energy maximization.
AAID 6.3.1.13	Justice and Human Rights	Ensures that the basic rights of every player in the mining and energy sector is guaranteed
AAID 6.4.1.15	Transparency and Accountability	Foster a governance environment supported by digital technologies where MME Senior and Junior officials and staff are held accountable for their actions and decisions; an effective M&E framework and plan
AAID 6.4.2.16	Public Administration	Decentralization of the Ministry's functions to the 15 (fifteen) counties and digitalize the licensing regime.
AAID 6.5.1.18	Climate Change	Adopts Climate smart technologies in the mining sector
AAID 6.6.5. 23:	Youth Development	Empower young people, increase their economic opportunities, and enhance their contribution to sustainable development.
AAID 6.5.1.18:35	Infrastructure Development - Energy	Accelerate rural electrification, promote renewable energy resources; and transformation of the current power market structure

AAID 6.1.3.6	Economic Diversification and Value Addition	Attract investors by creating a conducive environment for business, create local and regional value chains, support to value addition activities
AAID 6.6	Human Capital Development	Promote knowledge sharing and capacity building through collaboration and seconding of Liberian Geologists and Mining Engineers
AAID 6.6.4	Inclusive Social Development	Ensures gender balance in MME's recruitment and secondment processes to provide economic empowerment and skills development

4.3 Strategic Intervention

AAID Pillar	AAID Program	AAID Intervention	Strategic Plan Location
Economic Transformation	1.5.11 Extractive Industry	Development of Mineral resource geological and geo-physical maps	Goal 3 Geological and Hydrological Data Governance; Pgs:16 &27

Economic Transformation	1.5.11 Extractive Industry	Support Climate responsive mineral production and value chains	Goal 4 Formalization & Regulation of ASM, Objective 4.2 Pgs;10,18 &29
Economic Transformation	1.5.11 Extractive Industry	Improvement of mining business environment	Goal 5 Institutional Capacity and Accountability: Pgs 13,19 &30
Economic Transformation	1.5.11 Extractive Industry	Revision of MDA mechanism to include equity participation	Goal 2; Legal and policy Framework Modernization Pgs; 9,13 & 25
Economic Transformation	1.5.11 Extractive Industry	Formalization of ASM production	Goal 4 Formalization & Regulation of ASM; Pgs 10, 18 & 29
Economic Transformation	1.5.11 Extractive Industry	Improvement of gender and safeguarding Frameworks	

		and environment social impact processes for concession communities	
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5. MONITORING AND EVALUATION FRAMEWORK

5.1 Performance Review Calendar and Assessment Cycles

To ensure that implementation of the Strategic Plan (2025–2029) remains responsive, measurable, and adaptive, the Ministry *adopts* a structured and layered approach to performance reviews, aligned with institutional planning cycles and national reporting obligations.

Quarterly Performance Reviews

Targeted quarterly reviews will be conducted for high-frequency indicators and fast-moving strategic objectives—such as financial performance, procurement compliance, contract disclosures, stakeholder feedback, and field-level inspections. These will serve as operational pulse checks, helping to ensure ongoing accountability and course correction.

Biannual (Semi-Annual) Internal Reviews

Every six months, internal strategic reviews will be held to evaluate cumulative implementation progress across all goals. These reviews will allow internal units and departments to assess crossfunctional challenges, validate outputs, and provide data-driven updates to senior management.

Annual Performance Reviews

Each year, a comprehensive M&E report will be developed and submitted to the Minister’s office and key stakeholders. The report will summarize achievements against key performance indicators (KPIs), highlight bottlenecks, and provide strategic recommendations to inform the following year’s work planning and resource allocation.

Midterm Strategic Review (2027)

A Midterm Evaluation will be conducted midway through the implementation period to evaluate the relevance, efficiency, and progress of the Strategic Plan. It will support realignment of strategies, reinforce successful initiatives, and revise underperforming components.

End-Term Evaluation (2029)

A full evaluation will be conducted at the end of the strategic period to measure impact, effectiveness, and sustainability. It will inform the next strategic planning cycle and guide national policy alignment moving forward.

5.2 KPIs Timelines, and Responsibilities

GOAL 1: INSTITUTIONAL REFORM AND DECENTRALIZATION

Objective	Key Performance Indicators (KPIs)	Expected Outputs	AAID Sector Linkages / Indicators	Responsible Internal Structure	Assessment Timeline
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<p>1.1 Establish and operationalize MME County Offices in all of the 15 counties with at least 5 constructed County Offices by 2029</p>	<p>-# of operational county offices operationalized</p> <p>- # of new county offices constructed,</p>	<p>-15 county offices operationalized</p> <p>-5 fully constructed and functional county-based offices by 2029</p>	<p>AAID Pillar 4: Governance & Anti-Corruption – Decentralization under Local Government Act; improved public service delivery at subnational level. Indicator: % of subnational institutions operationalized and delivering services</p>	<p>Departments of Administration and Operations</p>	<p>Semi-Annually</p>
<p>1.2 Procure and allocate 15 double cabin pickups and 20 motorcycles by 2029</p>	<p>- # of vehicles and motorcycles procured and deployed</p> <p>-# of increase in field monitoring coverage</p>	<p>-Operational vehicle and motorbike fleet in all counties- Improved inspection, enforcement, and service reach</p>	<p>AAID Pillar 4: Governance & AntiCorruption – Service Delivery Efficiency. Indicator: # of field monitoring missions completed annually</p>	<p>Departments of Administration and Operations</p>	<p>Semi-Annually</p>
<p>1.3 Recruit, train, and deploy at least 40 additional technical personnel to support decentralization by 2029</p>	<p>- # of technical staff recruited, trained, and deployed</p>	<p>- At least 40 additional technical personnel deployed- County-level technical capacity enhanced</p>	<p>AAID Pillar 6: Human Capital Development – <i>Strategic Policy 23: Youth Development & Employment.</i> Indicator: # of new technical jobs created</p>	<p>Departments of Administration, Planning and Operations</p>	<p>Semi-Annually</p>
			<p>and sustained in public sector</p>		

1.4 Develop, standardize, and implement a decentralized service delivery framework and operational SOPs by 2027.	- # of counties using standardized service delivery SOPs	- Unified service delivery and reporting framework adopted	AAID Pillar 4: Governance & AntiCorruption – Transparency & Accountability. Indicator: % of subnational offices using standardized reporting tools and integrated into NMEL framework	Departments of Administration, Planning and Operations	Quarterly
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GOAL 2: LEGAL AND POLICY FRAMEWORK MODERNIZATION

Objective	Key Performance Indicators (KPIs)	Expected Outputs	AAID Sector Linkages / Indicators	Responsible Internal Structure	Assessment Timeline
2.1 Review to strengthen current Minerals and Mining Regulatory framework by 2029	-# of amended mining laws and regulations approved/ enacted	- Updated and enacted Minerals & Mining Law and regulations	AAID Pillar 1: Economic Transformation – <i>Strategic Policy 5: Mineral Resource Management</i> Indicator: # of mining laws and regulations reviewed/modernized to promote transparency, environmental protection, and equitable benefits	Departments of Operations, Administration, and Planning	Semi-Annually
2.2 Develop, adopt, and operationalize a comprehensive integrated National	--Copy of draft National Energy Master Plan,	- Integrated National Energy Master Plan adopted and published	AAID Pillar 2: Infrastructure Development – <i>Strategic Policy 10: Energy</i> Indicator: Existence of an approved National Energy	Department of Energy, & Planning	Semi-Annually

Energy Master Plan by 2028.			Master Plan integrating RE and efficiency measures		
2.3 Draft and enforce at least six (6) new sectorspecific regulations and guidelines by 2028.	- # of regulations drafted	- 6 six new regulations published	AAID Pillar 4: Governance & Anti-Corruption – <i>Strategic Policy 15:</i> Transparency & Accountability Indicator: # of sector-specific regulations developed and enforced	Departments of Operations and Administration	Annually
2.4 Undertake a nationwide energy policy compliance review by 2027	- # of counties covered in compliance review- % of identified overlaps/gaps addressed in followup actions- # of policy briefs produced and disseminated	- National Policy Compliance Review Report produced with recommendations integrated into updated governance frameworks	AAID Pillar 4: Governance & Anti-Corruption – <i>Strategic Policy 16:</i> Public Administration Indicator: % of sector policies reviewed and updated based on compliance findings	Departments of Energy, & Planning	Semi-Annually
2.5 Integrate and strengthen the permanent Legal Unit within the Ministry by 2026	- Hiring of permanent legal staff	- Integrated and strengthened permanent legal unit	AAID Pillar 4: Governance & Anti-Corruption – <i>Strategic Policy 16:</i> Public Administration Indicator: # of functional inhouse legal units operational in key ministries	Department of Administration	Semi-Annually

GOAL 3: GEOLOGICAL AND HYDROLOGICAL DATA GOVERNANCE

Objective	Key Performance Indicators (KPIs)	Expected Outputs	AAID Sector Linkages / Indicators	Responsible Internal Structure	Assessment Timeline
3.1 Source funding and commission comprehensive national geological, airborne geophysical, and ground magnetics surveys in the 10 quadrangles (in collaboration with bilateral and multilateral partners) by 2029	- # of quadrangles survey completed; -# of sector studies completed	- Completion of the geological, airborne geophysical, and ground magnetics surveys in the 10 quadrangles Comprehensive and updated national geological datasets	AAID Pillar 1: Economic Transformation – <i>Strategic Policy 5: Mineral Resource Management</i> Indicator: % of national geological coverage completed and made publicly accessible	Departments of Operations, Planning and Administration	Quarterly
3.2 Establish and operationalize a modern incountry mineral testing laboratory by 2029	- Completion of laboratory construction -# of tests conducted locally versus sent abroad	- Fully functional, internationally certified mineral testing laboratory	AAID Pillar 1: Economic Transformation – <i>Strategic Policy 5: Mineral Resource Management</i> Indicator: Existence of accredited in-country mineral testing capacity	Departments of Administration, Planning and Operation	Quarterly

3.3 Support the Office of Precious Minerals in meeting Kimberley Process (KP) requirements by 2026	<ul style="list-style-type: none"> - # of KP compliance audits passed - # of technical staff trained in KP procedures 	<ul style="list-style-type: none"> - Upgraded and fully compliant Diamond Office - Sustained KP compliance 	AAID Pillar 1: Economic Transformation – <i>Strategic Policy 5: Mineral Resource Management</i> Indicator: % compliance with Kimberley Process Certification Scheme	Department of Planning, Operations and Administration	Semi-Annually
3.4 Seek and operationalize national, bilateral, and multilateral partnerships for	<ul style="list-style-type: none"> - # of signed partnership agreements 	<ul style="list-style-type: none"> - Enhanced institutional capacity 	AAID Pillar 4: Governance & AntiCorruption	Department of Planning,	Quarterly
technical capacity enhancement by 2029	<ul style="list-style-type: none"> - # of joint capacity-building programs conducted - # of staff trained (disaggregated by gender) 	through sustained partnerships - Increased pool of trained geoscientists and hydrologists	– <i>Strategic Policy 16: Public Administration</i> Indicator: # of capacity development programs conducted in partnership with international agencies	Operations and Administration	

<p>Objective 3.5: Modernize and operationalize a national hydrological monitoring network by 2029</p>	<p>-# of hydrological stations inventoried, rehabilitated, and newly established; -# of technicians recruited, trained, and deployed. -% of stations providing realtime streaming data.</p> <p>of interagency data-sharing protocols developed.</p>	<p>-Functional and modernized national hydrological monitoring network covering priority basins.</p> <p>-Improved early warning systems and integrated water resource data. - Institutionalized hydrological monitoring within MME M&E systems.</p>	<p>AAID Pillar 2: Infrastructure Development – Strategic Policy 12: Water & Sanitation. Indicator: % of counties covered by functional hydrological monitoring stations.</p> <p>AAID Pillar 3: Sustainable Environment – Strategic Policy 13: Climate Change & Resilience. Indicator: # of climate resilience tools supported by hydrological data.</p> <p>AAID Pillar 6: Human Capital Development – Strategic Policy 21: Science, Technology & Innovation. Indicator: # of trained hydrological technicians deployed.</p>	<p>Departments of Operations, Planning and Administration</p>	<p>Semi-Annually</p>
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GOAL 4: FORMALIZATION AND REGULATION OF ARTISANAL AND SMALL-SCALE MINING (ASM)

Objective	Key Performance Indicators (KPIs)	Expected Outputs	AAID Sector Linkages / Indicators	Responsible Internal Structure	Assessment Timeline
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<p>4.1: Regularize at least 1,000 ASM operators and formalize at least 15 ASM Cooperatives through licensing by 2029</p>	<ul style="list-style-type: none"> - # of ASM operators licensed annually (disaggregated by county) - # of ASM cooperatives registered and operational 	<ul style="list-style-type: none"> - At least 1,000 ASM operators regularized by 2029 - At least 15 ASM Cooperatives established 	<p>AAID Pillar 1: Economic Transformation <i>– Strategic Policy 5: Mineral Resource Management</i> Indicator: % of ASM operations formalized and registered in the national mining cadastre</p>	<p>Department of Operations, Planning and Administration</p>	<p>Annually</p>
<p>4.2: Develop and implement a nationwide ASM Compliance Monitoring Program by 2028</p>	<ul style="list-style-type: none"> - # of compliance inspections conducted annually - % of noncompliance cases resolved - % of ASM sites meeting environmental, health, and safety standards 	<ul style="list-style-type: none"> - Nationwide ASM Compliance Monitoring Program established and operational 	<p>AAID Pillar 4: Governance & AntiCorruption <i>– Strategic Policy 15: Rule of Law & Justice</i> Indicator: % of mining sites in compliance with environmental, health, and safety standards; % increase in extractive sector revenue from compliance enforcement</p>	<p>Department of Operations</p>	<p>Quarterly</p>

GOAL 5: INSTITUTIONAL CAPACITY AND ACCOUNTABILITY

Objective	Key Performance Indicators (KPIs)	Expected Outputs	AAID Sector Linkages / Indicators	Responsible Internal Structure	Assessment Timeline
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<p>5.1 Enhance institutionwide HR capacity by 2029 to ensure effectiveness and efficiency of technical and administrative staff</p>	<ul style="list-style-type: none"> - % of staff completing annual training - Avg. improvement in staff performance appraisal scores 	<ul style="list-style-type: none"> - Annual HR training and development plan implemented - Improved efficiency and service delivery outcomes 	<p>AAID Pillar 4: Governance & Anti-Corruption – <i>Strategic Policy 16: Public Administration Reform</i> Indicator: % of public sector institutions implementing structured HR capacity-building programs</p>	<p>Department of Administration, Planning, and Operations</p>	<p>Annually</p>
<p>5.2 Digitalize at least 80% of MME’s core administrative and technical processes by 2028</p>	<ul style="list-style-type: none"> - % of core administrative and technical functions digitized 	<ul style="list-style-type: none"> -80% of core administrative and technical functions digitize 	<p>AAID Pillar 1: Economic Transformation – <i>Strategic Policy 5: Mineral Resource Management & Pillar 4: Governance – Strategic Policy 14: Domestic Resource Mobilization</i> Indicator: % of sector services and transactions digitized</p>	<p>Department of Administration, Planning, Operations and Energy</p>	<p>Semi-Annually</p>
<p>5.3 Establish a dedicated Monitoring and Evaluation Unit by 2027</p>	<ul style="list-style-type: none"> - # of annual performance reports produced - % of strategic targets tracked using AAID indicators 	<ul style="list-style-type: none"> - M&E Unit established and staffed 	<p>AAID Pillar 4: Governance – <i>Strategic Policy 16: Public Administration Reform</i> Indicator: # of public institutions with functional M&E frameworks linked to AAID</p>	<p>Departments of Administration and Planning</p>	<p>Quarterly</p>
<p>5.4 Establish a dedicated Resource Mobilization policy framework by 2026</p>	<ul style="list-style-type: none"> - % of annual revenues retained by MME 	<ul style="list-style-type: none"> - Approved resource mobilization policy 	<p>AAID Pillar 4: Governance – Strategic Policy 14: Domestic Resource Mobilization</p>	<p>Departments of Administration and Operations</p>	<p>Quarterly</p>

			Indicator: % of sector revenues retained and applied to operational and research functions		
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GOAL 6: STAKEHOLDER ENGAGEMENT AND PARTNERSHIP

Objective	Key Performance Indicators (KPIs)	Expected Outputs	AAID Sector Linkages / Indicators	Responsible Internal Structure	Assessment Timeline
6.1 Develop, operationalize, and sustain a Stakeholder Engagement and Public Communication Program by 2028	- copy of draft stakeholder engagement and public communication strategy	- Stakeholder Engagement & Communications Strategy developed, launched, and institutionalized	AAID Pillar 4: Governance & Anti-Corruption – <i>Strategic Policy 16: Public Administration Reform</i> Indicator: % of extractive sector institutions implementing stakeholder engagement and public communication programs	Department of Administration	Semi-Annually
6.2 Develop/enhance and implement MultiStakeholder Partnership	- # of MOUs signed and operationalized with CSOs, donors, academia bilateral and multilateral organizations	-Implementation of signed MOUs	AAID Pillar 1: Economic Transformation – <i>Strategic Policy 5: Mineral Resource Management & Strategic Policy 8: Renewable Energy</i> Indicator: # of operational partnerships in extractives and energy sectors	Departments of Administration, Operations, Energy, and Planning	Annually

			contributing to sustainable development		
6.3 Objective: by 2029 Foster Interagency Coordination and collaboration by 2029	- # of interagency coordination meetings per year - # of joint monitoring missions conducted	- IMPROVED Interagency Coordination and Collaboration	AAID Pillar 4: Governance – <i>Strategic Policy 16: Public Administration Reform</i> Indicator: # of functional interagency platforms harmonizing extractive sector regulation and operations	Departments of Administration, Energy, Operations and Planning	Annually

GOAL 7: STRENGTHEN NATIONAL PARTICIPATION AND COMMERCIAL INTERESTS MANAGEMENT IN MINING AND CONCESSIONS

Objective	Key Performance Indicators (KPIs)	Expected Outputs	AAID Sector Linkages / Indicators	Responsible Internal Structure	Assessment Timeline
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<p>Objective 7.1: Establish and operationalize an entity to manage stateowned equities, exploration and mining activities by 2029</p>	<p>-copy of draft bill to establish said entity</p>	<p>-Enacted and published into handbill</p>	<p>AAID Pillar 1: Economic Transformation – <i>Strategic Policy 5: Mineral Resource Management</i> Indicator: Establishment of a state-owned mining commercial entity; % increase in state participation in commercial mining ventures; annual revenue generated by stateowned participation.</p>	<p>Departments of Operations, Planning and Administration</p>	<p>Quarterly</p>
<p>7.2 – Develop and implement a framework to manage, protect, and optimize Liberia’s equity</p>	<p>-Cabinet approval secured, and operationalized.</p>	<p>-Approved national framework for</p>	<p>AAID Pillar 1: Economic Transformation – <i>Strategic Policy 5: Mineral Resource Management</i></p>	<p>Departments of Operations, Planning and Administration</p>	<p>Quarterly</p>
<p>shares in existing and future mining concessions.by 2027</p>		<p>equity-share management.</p>	<p>Indicator: Existence of an approved equity-share management framework; % increase in annual revenue from equity holdings; % of mining concessions with active government equity participation under management.</p>		

6. FINANCIAL RESOURCE REQUIREMENT (2025–2029)

6.1 Funding Summary

- **Total Estimated Cost of Implementation:**
Approximately **Thirty-Nine Million, Five Hundred Thousand United States Dollars (US\$39,500,000)** over the five-year strategic period (2025–2029).
- **Proposed Funding Sources:**

Source of Funding	Percentage (%)	Estimated Amount (US\$)
Government of Liberia / National Budget Annual Appropriation	65%	25,675,000
Internally Generated Revenue (IGR) / Minimum Retention from Sector Revenue	10%	3,950,000
Development Partners and Other Bilateral/Multilateral Contributors	25%	9,875,000
Total	100%	39,500,000

6.2 Financial Resource Allocation by Strategic Pillar and Objective

(Annualized Estimated Requirements per Objective, by Pillar)

GOAL 1: INSTITUTIONAL REFORM AND DECENTRALIZATION

Year	Objective 1.1: Establish and operationalize MME County Offices in all of the 15 counties with at least 5 constructed County Offices by 2029	Objective 1.2: Procure and allocate 15 double cabin pickups and 20 motorcycles by 2029	Objective 1.3: Recruit, train, and deploy at least 40 additional technical personnel to support decentralization by 2029	Objective 1.4: Develop, standardize, and implement a decentralized service delivery framework and operational SOPs by 2027	Total per Year (US\$)
2025	172,980	–	9,300	9,300	191,580
2026	232,500	558,000	139,500	139,500	1,069,500
2027	325,500	–	186,000	186,000	697,500
2028	418,500	93,000	279,000	74,400	864,900
2029	558,000	–	325,500	69,750	953,250
Total per Objective	1,707,480	651,000	939,300	478,950	3,776,730

GOAL 2: LEGAL AND POLICY FRAMEWORK MODERNIZATION

Year	Objective 2.1: Strengthen Minerals & Mining Regulatory Framework	Objective 2.2: Develop & Operationalize National Energy Master Plan	Objective 2.3: Draft & Enforce 6 Sector-Specific Regulations	Objective 2.4: Nationwide Energy Policy Compliance Review	Objective 2.5: Strengthen Permanent Legal Unit	Total per Year
2025	139,500	46,500	18,600	27,900	4,650	237,150
2026	139,500	325,500	93,000	69,750	93,000	720,750
2027	93,000	260,400	93,000	167,400	167,400	781,200
2028	120,900	232,500	93,000	18,600	–	465,000

2029	111,600	251,100	93,000	18,600	–	474,300
Total per Objective	604,500	1,116,000	390,600	302,250	265,050	2,678,400

GOAL 3: GEOLOGICAL AND HYDROLOGICAL DATA GOVERNANCE

Year	Obj. 3.1 – National Geological, Airborne & Ground Surveys (10 quadrangles by 2029)	Obj. 3.2 – Modern In-Country Mineral Testing Laboratory (by 2029)	Obj. 3.3 – Support Office of Precious Minerals to meet KP requirements (by 2029)	Obj. 3.4 – National/Bilateral/Multilateral Partnerships for Technical Capacity (by 2029)	Obj. 3.5 – National Hydrological Monitoring Network (by 2029)	Total per Year (US\$)
2025	2,325,000	46,500	139,500	46,500	111,600	2,669,100
2026	3,720,000	465,000	418,500	111,600	116,250	4,831,350
2027	4,650,000	1,720,500	372,000	111,600	186,000	7,040,100
2028	2,325,000	2,139,000	279,000	111,600	209,250	5,063,850
2029	930,000	1,204,350	279,000	139,500	232,500	2,785,350
Total per Objective (US\$)	13,950,000	5,575,350	1,488,000	520,800	855,600	22,389,750

GOAL 4: FORMALIZATION AND REGULATION OF ARTISANAL AND SMALL-SCALE MINING (ASM)

Year	Objective 4.1: Regularize at least 1,000 ASM operators and formalize at least 15 ASM Cooperatives through licensing by 2029	Objective 4.2: Develop and implement a nationwide ASM Compliance Monitoring Program by 2028	Total per Year (US\$)
2025	23,250	46,500	69,750

2026	1,395,000	1,395,000	2,790,000
2027	139,500	139,500	279,000
2028	186,000	139,500	325,500
2029	139,500	186,000	325,500
Total per Objective	1,883,250	1,906,500	3,789,750

GOAL 5: INSTITUTIONAL CAPACITY AND ACCOUNTABILITY

Year	Objective 5.1: Enhance the Ministry-wide Human Resource Capacity by 2029	Objective 5.2: Digitalize at least 80% of MME's core administrative and technical processes by 2029	Objective 5.3: Establish a dedicated Monitoring and Evaluation Unit by 2027	Objective 5.4: Establish a dedicated Resource Mobilization policy framework by 2026	Total per Year (US\$)
2025	46,500	69,750	4,650	9,300	130,200
2026	204,600	279,000	186,000	46,500	716,100
2027	232,500	139,500	46,500	46,500	465,000
2028	195,300	139,500	69,750	46,500	451,050
2029	279,000	232,500	46,500	55,800	613,800
Total per Objective	957,900	860,250	353,400	204,600	2,376,150

GOAL 6: STRATEGIC PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

Year	Objective 6.1: Stakeholder Engagement & Public Communication (by 2028)	Objective 6.2: Multi-Stakeholder Partnership	Objective 6.3: Interagency Coordination & Collaboration (by 2029)	Total per Year (US\$)
2025	18,600	27,900	18,600	65,100

2026	46,500	46,500	46,500	139,500
2027	60,450	60,450	65,100	186,000
2028	46,500	60,450	65,100	172,050
2029	60,450	65,100	74,400	199,950
Total per Objective (US\$)	232,500	260,400	269,700	762,600

GOAL 7: STRENGTHEN NATIONAL PARTICIPATION AND COMMERCIAL INTERESTS MANAGEMENT IN MINING AND CONCESSIONS

Year	Objective 7.1: Establish and operationalize an entity to manage state-owned equities, exploration and mining activities by 2029	Objective 7.2: Develop and implement a framework to manage, protect, and optimize Liberia's equity shares in existing and future mining concessions by 2027	Total per Year (US\$)
2025	27,900	167,400	195,300
2026	139,500	279,000	418,500
2027	372,000	334,800	706,800
2028	651,000	195,300	846,300
2029	1,395,000	139,500	1,534,500
Total per Objective	2,585,400	1,116,000	3,701,400

7. CONCLUSION

The 2025–2029 Strategic Plan of the Ministry of Mines and Energy sets a clear, results-oriented path toward unlocking the full potential of Liberia’s mineral, energy, and geological resources. By aligning with the ARREST Agenda for Inclusive Development (AAID), the plan commits the Ministry to a bold vision of sustainable growth, equitable benefit-sharing, and transparent governance.

The success of this strategy will depend on disciplined implementation, regular performance monitoring, and the unwavering collaboration of all stakeholders—Government of Liberia institutions, development partners, the private sector, and local communities. Through the six strategic pillars, the Ministry seeks not only to strengthen institutional capacity and expand access to energy, but also to safeguard the environment, foster innovation, and ensure that every Liberian shares in the wealth generated by the nation’s resources.

This plan is both a call to action and a commitment to accountability. With focused leadership, adequate resources, and inclusive participation, the Ministry of Mines and Energy will play a transformative role in shaping Liberia’s future—building a modern, resilient, and competitive sector that serves as a cornerstone of national development for generations to come.