

Project Title:
DCAF-WIPSEN-Africa Project “Security Sector Reform in West Africa: Strengthening the Integration of Gender and Enhancing the Capacities of Female Security Sector Personnel”

Contract Number: 8118

REPORT
STRATEGIC PLANNING WORKSHOP FOR
THE LIBERIA FEMALE LAW ENFORCEMENT ASSOCIATION (LIFLEA)
THINKERS’ VILLAGE HOTEL, MONROVIA, LIBERIA
12-13 MARCH 2009

Submitted by

The Women Peace and Security Network-Africa (WIPSEN-Africa)
68 Onyankle Street, Abelenkpe
PMB 36 Osu
Accra, Ghana
Email: wipsen@wipsen-africa.org
Website: www.wipsen-africa.org
Phone: +233.21.920741/769274

A. Contact Information

1. **Contract Number:** 8118
2. **Project Number:** 555622
3. **Type of Report:** Workshop Report
4. **Location and Date of Implementation:**
 - a. **Title:** Strategic Planning Workshop for the Liberia Female Law Enforcement Association (LIFLEA)
 - b. **Date:** 12-13 March 2009
 - c. **Venue:** Thinkers' Village, Monrovia, Liberia
5. **Contact Person:** Ecoma Alaga (Ms.), Director of Programmes
6. **Organization:** Women Peace and Security Network Africa (WIPSEN-Africa)
7. **Address:** WIPSEN-Africa
68 Onyankle Street, Abelenkpe
Accra, Ghana
Postal Code: PMB 36 Osu
Phone: +233.21.920741/769274
Email: wipsen@wipsen-africa.org
Website: www.wipsen-africa.org

B. Table of Contents

Cover Page
Contact Information
Table of Contents
Implementing Partners
List of Abbreviations

Section One:

Background:

- LIFLEA, a Beneficiary
- Workshop Objectives
- Expected Outcomes

Opening Session:

- Opening Ceremony
- Participants' Expectations

Historical Background of LIFLEA

Section Two:

Understanding the Strategic Planning Process:

- Considerations in the Strategic Planning Process
- Benefits of Strategic Planning
- Models for Strategic Planning
- Steps in Strategic Planning
- SWOT Analysis of LIFLEA

Section Three:

Setting Strategic Directions:

- Revised Goal and Objectives

High-level Interventions

Section Four:

Action Planning

- Action Plan
- Priority Activities

Section Five:

- Outcomes and Next Steps
- Closing Session

Annexes

C. About the Implementing Partners

Women Peace and Security Network Africa (WIPSEN-Africa) is a women-focused, women-led Pan-African Non-Governmental Organization that seeks to promote women's strategic participation and leadership in peace and security governance in Africa. WIPSEN-Africa seeks to institutionalize and mainstream women, peace and security by enhancing women's leadership capacities and promoting constructive, innovative and collaborative approaches to non-violent transformation of conflicts, peacebuilding and human security in Africa. Its objectives are to: 1) Provide a platform for women across all levels of African societies to exchange, share and harmonize strategies for women's leadership and build coalitions to promote peace and security in Africa; 2) Strengthen women's capacities to sustain their active engagement in conflict prevention, resolution, peacebuilding, peace support operations and human security at policy, research and praxis levels; 3) Promote the twin approach of mainstreaming gender and women's perspectives in peace and security institutions and mechanisms; while at the same time mainstreaming peace and security in all gender mechanisms, policies and institutions; and 4) Influence policy development and implementation on women, peace and security through rigorous research, strategic advocacy, and documentation. To implement its objectives, WIPSEN-Africa has among others, been engaging security sector actors and institutions to ensure women's rights are protected and their participation guaranteed in ongoing security sector reform processes.

The **Geneva Centre for the Democratic Control of Armed Forces (DCAF)** was established by the Swiss Government in October 2000 as an international foundation, and today has 50 member countries. The Centre works with governments, security sector institutions, parliaments and civil society to foster and strengthen the democratic and civilian control of security sector organizations such as police, intelligence agencies, border security services, paramilitary forces, and armed forces. To implement its objectives, the Centre: 1) Conducts research to identify the central challenges in democratic governance of the security sector, and to collect those practices best suited to meet these challenges; and 2) Provides support through advisory programmes and practical work assistance to all interested parties, most commonly to governments, parliaments, military authorities, and international organizations. DCAF's Gender, Children and Security Programme develop research, policy and implementation materials to support the integration of gender and other cross-cutting issues into security sector reform.

D. List of Abbreviations

AFL	Armed Forces of Liberia
AU	African Union
BIN	Bureau of Immigration and Naturalisation
CPA	Comprehensive Peace Agreement
DCAF	Geneva Centre for the Democratic Control for Armed Forces
DEA	Drug Enforcement Agency
DEN-L	Development and Education Network Liberia
ECOWAS	Economic Community of West African States
ICTJ	International Centre for Transitional Justice
KAIPTC	Kofi Annan International Peacekeeping Training Centre
LIFLEA	Liberia Female Law Enforcement Association
LINLEA	Liberia National Law Enforcement Association
LNFS	Liberia National Fire Service
LNP	Liberia National Police
MCP	Monrovia City Police
MNS	Ministry of National Security
MoD	Ministry of Defence
NBI	National Bureau of Investigation
NGO	Non-Governmental Organisation
PEST	Political Economic Social and Technological Analysis
SPS	Sea Port Security
SSR	Security Sector Reform
SSS	Special Security Services

STEER	Social Technological Economic Environment and Regulatory Analysis
SWOT	Strength Weakness Opportunity and Threat Analysis
UN	United Nations
UNSCR	United Nations Security Council Resolution
WIPSEN-Africa	Women Peace and Security Network Africa
YWCA	Young Women's Christian Association

Section One:

Background:

On August 18, 2003, the stakeholders to the Liberian conflict signed the Comprehensive Peace Agreement (CPA) which significantly altered the political environment in the country. Among the vast changes, free and fair legislative and presidential elections were held and Mrs. Ellen Johnson-Sirleaf emerged as the first elected woman President in Africa. The new administration inherited enormous social, economic, political and security challenges. Therefore, as part of the overall post-war reconstruction and peace-building processes, the new administration embarked upon the complex and politically sensitive exercise of security sector reform (SSR) in order to address the legacies of long years of poor security sector governance, inadequate gender mainstreaming, and to improve the capacity and professional efficiency of the security sector in the country. In order to achieve the objectives of SSR, it is important to get the full participation of different actors. The role of women in the SSR process in Liberia is especially important because of their unique experiences during the war and as crucial actors in the security sector. Historically, women faced long years of discrimination in the security sector; they were not represented in decision-making processes and they could not be easily promoted, even with the appropriate qualifications, competence, experience and knowledge for the post.

Against the background of the above, the Woman Peace and Security Network Africa (WIPSEN-Africa) and the Geneva Centre for the Democratic Control of Armed Forces (DCAF) began a process of collaboration with key partners on the issue of gender and security sector reform. This has involved a series of consultative meetings as well as a needs assessment targeting SSR stakeholders including parliamentarians and security oversight bodies, female security sector personnel, civil society organizations and community members. These activities have been central to the realisation of the overall goal of the project, one that is intended to *strengthen the integration of gender and women's issues in SSR processes and enhance the capacities of female security sector personnel in West Africa*. Through a one-year pilot project implemented in Sierra Leone and Liberia, WIPSEN-Africa and DCAF have undertaken activities aimed towards:

- Ensuring that there are functional interactive platforms for women in the security sector to mobilize and act as a cohesive group to drive change;
- Enhancing the capacities of key parliamentarians, female armed forces and law enforcement personnel and women's organizations to mainstream gender and women's issues into new security structures and operations; and,
- Developing indigenous resources and documenting lessons learned and good practices of integrating gender into SSR processes in West Africa.

LIFLEA, a Beneficiary:

One of the key organizations that has benefited from the intervention of WIPSEN-Africa and DCAF, is the Liberian Female Law Enforcement Association (LIFLEA). Since its establishment in 2000, LIFLEA has faced both structural problems and political

challenges that have minimised its capacity to support women in the security sector in Liberia. Facing numerous organizational problems, LIFLEA's very existence as a functioning association has been threatened.

Although these factors have hindered the effective operation of the association, its members are resolved to enhance its capacity in order to achieve the goals and objectives for which it was established. Furthermore, the female security personnel also want to play a critical role in the on-going SSR process in Liberia but they are unable to do so effectively without revitalizing LIFLEA as a viable and constructive association. Through the intervention of WIPSEN-Africa and DCAF, the association has already benefited from a needs assessment, dialogue and consultations with other stakeholders, a community showcasing parade and training on gender and SSR issues. It is out of these efforts that LIFLEA agreed to convene a strategic planning workshop in order to strengthen itself as an effective actor in the SSR process; and ultimately, in order to fully achieve all of its objectives.

LIFLEA's Strategic Planning Workshop is timely. March 2009 proved to be a ground-breaking month for achievements on women, peace and security issues in Liberia. On International Women's Day, March 8, 2009, the Government of the Republic of Liberia, headed by President Ellen Johnson Sirleaf, launched its National Action Plan on the implementation of UN Security Council Resolution 1325. Capitalizing on the momentum of this landmark achievement, President Ellen Johnson Sirleaf concurrently hosted an International Colloquium on Women's Empowerment, Leadership Development and International Peace and Security (March 7-10, 2009). In light of these recent achievements on women, peace and security and as part of a broader commitment to reforming the security sector under the CPA, LIFLEA's strategic planning workshop proved to be an extremely timely intervention to reorganize, revitalize and to give new direction to an association that could be a guiding force on gender and security sector reform and governance in Liberia.

Workshop Objectives:

LIFLEA set itself three objectives for the workshop:

- To assess the capacity of the organisation in order to formulate a strategic plan of action;
- To discuss the current state of the organisation; and,
- To identify potential human and financial resources for the effective implementation of its programmes and the plan of action that will emerge out of the two-day workshop

Expected Outcomes:

These objectives would permit LIFLEA to achieve three outcomes:

- The creation of a Strategic Plan for LIFLEA
- The development of a Plan of Action for future work in order to achieve the objectives set in the strategic plan; and,
- A short report covering the activities of the two-day workshop.

The following report provides a detailed account of the discussions from the strategic planning workshop towards the development of LIFLEA's Strategic Plan and Plan of Action. Views from LIFLEA's membership along with those of contributing partners and guest speakers are also captured.

Opening Session of LIFLEA's Strategic Planning Workshop:

LIFLEA held its two-day strategic planning workshop on March 12-13, 2009, at Thinker's Village, Monrovia and brought together the leadership and members of the association. The workshop, held under the auspices of WIPSEN-Africa and DCAF, included female representatives of the various security sector agencies in the country and the entire leadership of LIFLEA. This included: Liberia National Police (LNP), Liberia National Fire Service (LNFS), Monrovia City Police (MCP), National Bureau of Investigations (NBI), Ministry of National Security (MNS), Bureau of Immigration and Naturalization (BIN), Armed Forces of Liberia (AFL), Ministry of Justice (MOJ), Drug Enforcement Agency (DEA), Ministry of Defence (MOD), Customs, Private Security, Sea Port Security (SPS) and Special Security Services (SSS). Representatives also attended from the Ministry of Gender and Development, the Ministry of Justice and the Governance Commission (*see Annex for a complete list of participants*).

Opening Ceremony:

The President of LIFLEA, Deputy Inspector General of the Liberia National Police (LNP) Asatou Bah-Kenneth, initiated the opening ceremony with words of welcome and optimism. She noted that although security is still perceived to be a domain of male expertise, the members of LIFLEA were proof of the significant role that women can and should play in the security sector. A representative from DCAF, Kristin Valasek echoed her welcoming remarks, noting that LIFLEA should be a key player on gender and security sector reform in Liberia and that this workshop is only one component in a larger project of WIPSEN-Africa and DCAF to strengthen the role of women in the security sector throughout West Africa. Both speakers recognized that females within security sector institutions are vital to improving policies, lobbying for women's rights, monitoring progress, making women visible, and most significantly, that the association can provide a real voice to women in the Liberian security sector.

Dr. Thomas Jaye, a resource person to the Governance Commission from the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Ghana, took this opportunity to express his appreciation for the participation of all members, noting their strong commitment to this process. Like DCAF, he reiterated that this is a process, not a single event, and that the development of a strategic plan will provide the compass for LIFLEA's actions and their long-term existence as stronger, more effective association.

Ecoma Alaga, Director of Programmes at WIPSEN-Africa, encouraged participants to take advantage of the workshop which presented an opportunity to strengthen LIFLEA as a key player on security sector issues nationally, regionally and globally. She noted that although the SSR process began in 2004, it has been clear that the

active participation of women has been missing and institutional capacities to mainstream gender and women's issues farfetched. For Ms. Alaga, female security sector personnel could be a major driver of change from within and the centrality of LIFLEA to this process in Liberia is crucial especially within the context of the ongoing SSR process which creates opportunities for both change, and for the positioning of LIFLEA as a dependable and visible actor.

The final speaker in the opening ceremony Eva Mappy-Morgan, Deputy Minister of Justice of the Republic of Liberia, highlighted the importance of LIFLEA to the Liberian people. Acknowledging that women are often left out of decision-making processes even though women and children are the most vulnerable in conflict and post-conflict situations, she suggested that LIFLEA is one vehicle for making a contribution to the security policies and procedures that affect Liberians. The Deputy Minister closed her remarks by specifically commenting on the strategic planning process, encouraging LIFLEA to develop a "living document," to "take ownership of it" and to make the strategy the internal compass of the association.

Participants' Expectations:

Following opening statement, participants described their expectations for the workshop:

- To revitalize and reactivate LIFLEA
- To move away from the structural problems and institutional differences within LIFLEA towards the development of clear goals and objectives
- Re-establishment of regular meetings and the development of a consistent work plan
- Recommendations for clarifying the membership process and ideas on how to recruit new members or the return of previous members
- To strengthen the commitment of members and the Executive to the association
- To do more than just planning and to discuss issues that can be implemented with our partners
- To discuss strategic partnerships, such as the inclusion of men in LIFLEA or cooperation with other critical actors (UNMIL, AU, ECOWAS)
- Exchange of information with colleagues in the security sector
- To discuss possibilities for more training and workshop

Facilitators noted the differences between personal workshop objectives (members' commitment to LIFLEA), organizational objectives (revitalizing the association) and long-term objectives for the association (engagement with other key actors on SSR, e.g. men in key security sector positions).

Historical Background of LIFLEA:

Before delving into the development of a strategic planning document for LIFLEA's future, Asatou Bah-Kenneth (LIFLEA's President), provided an overview of the association's history, highlighting some of its main achievements as well as the challenges it faces.

The Liberia Female Law Enforcement Association (LIFLEA) was founded in 2000 by Liberian female security personnel, mainly lead by Beatrice Munah Sieh, who is currently the Inspector-General of the Liberian National Police (LNP). The organisation emerged out of the Liberia National Law Enforcement Association (LINLEA) as a non-political and non-partisan organisation that would provide training to its membership; provide opportunities for members to acquire knowledge on security issues; and to engage in humanitarian and welfare work to benefit women and children. One of the factors that influenced the emergence of LIFLEA was the specific discrimination women faced within the security sector. They were not represented in decision-making processes nor could they easily be promoted, even when they possessed the qualifications, experience, skills, competence and knowledge for the posts.

Over the last decade, LIFLEA has had notable accomplishments and it enjoyed a strong following fighting for the rights of women and children. In fact, during one period, the association did not have large enough facilities to hold meetings for its membership which reached up to 300 members. During this productive time for the association, LIFLEA raised money to address a number of key social issues affecting women and the President of LIFLEA was even able to intervene on behalf of its members to resolve local problems and harassment issues. Unfortunately, over time the organization became seriously politicized and structurally weak, which resulted in a number of problems that threaten the very existence of the organization.

The presentation on the historical development of LIFLEA, its achievements and the challenges it faces highlighted a number of issues which will impact LIFLEA in its development of a strategic planning document. The presentation clearly demonstrated that LIFLEA needs to address operational constraints, challenges to strategic objectives and concerns over the membership process. These issues, among others, have hampered the work of the organization. However, its membership is resolved to revitalise the organisation in order for it to play a more constructive role in the security sector process in Liberia.

Section Two:

Understanding the Strategic Planning Process:

To provide a framework for discussions on strategic planning, participants were asked to brainstorm and provide their views on what a strategic planning process could entail. The discussion revealed that strategic planning is the process of defining an organizations' strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Participants noted strategic planning is a continuous process, not a single event, to ensure that an association is always relevant to its circumstances. Therefore, LIFLEA will need to tie its strategic plan into its own circumstances (e.g. LIFLEA's history and its objectives for the future). Furthermore, the plan will need to be constantly reviewed to ensure that it remains relevant to changing circumstances and it will require mechanisms (e.g. indicators) to measure the success of the plan in helping the association achieve its objectives. One participant noted that is particularly important for LIFLEA to consider its goals in terms of its own role in security governance.

Considerations in the Strategic Planning Process:

Discussions highlighted a number of considerations in the strategic planning process, such as reviewing:

- *Existing tools and emerging opportunities or partners that can assist the organization in its planning process:* In the case of LIFLEA, the recently launched National Action Plan on the implementation of UNSCR 1325 and certain institutional policies are tools that will affect the association's strategic plan and direction.
- *The Association's institutional framework:* What is LIFLEA using as its Constitution? Does this help it to achieve its goals? Is this something that the Association needs to change? What are the parameters of the Constitution?
- *Roles and responsibilities of its Executive Committee and its membership:* The Executive has a crucial role in implementation and allocating resources. Examining the responsibilities of the Executive allows an association to evaluate if their board or Executive is performing and to evaluate the support of the membership to the Executive. This also gives legitimacy to the Executive as they make decisions on behalf of the association. The strategic planning process also focuses on the membership to identify individual strengths, weaknesses and individual networks. This is all important to the association in terms of taking collective responsibility for the way forward. It also results in a 'bottom up' approach that provides a sense of ownership of the strategic plan by the membership.
- *Programming and activities:* In the past, LIFLEA's programming and activities have been ad hoc and responsive. But in terms of capacity building and strengthening the organization, these activities should be tied to the longer-term strategic plan. Tied to all of these aspects is the need to identify human and financial resources.

- *Needs of the Association:* It is important to examine needs (while ensuring we separate the wants from the needs – wants can be negotiated).
- *Risks Assessment:* this is helpful in identifying potential risks and threats that can impinge upon the realisation of set goals, in order that appropriate measures are taken to avert or at least minimise negative effects.

Benefits of a Strategic Plan:

1. Clearly define the purpose of the organization, establishes realistic goals and objectives consistent with its mission in a defined time frame within the organization's capacity for implementation.
2. Communicate those goals and objectives to the organization's constituents.
3. Develop a sense of ownership of the plan.
4. Ensure the most effective use is made of the organization's resources by focusing the resources on the key priorities.
5. Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
6. Brings together everyone's best and most reasoned efforts have important value in building a consensus about where an organization is going.
7. Provides clearer focus of organization, producing more efficiency and effectiveness
8. Bridges the gap between staff and board of directors (in the case of corporations); or members and leaders (in case of associations and networks)
9. Builds strong teams
10. Provides the glue that keeps the leaders together
11. Produces great satisfaction among members who sit to plan around a common vision
12. Increases productivity from increased efficiency and effectiveness
13. Solves major problems

Models for Strategic Planning:

There are a variety of perspectives, models and approaches used in strategic planning. The way that a strategic plan is developed depends on the nature of the organization's leadership, culture of the organization, complexity of the organization's environment, size of the organization, expertise/capacity of the planners, etc. Participants reviewed three models for planning (goals-based planning, issues-based planning and organic planning) and decided to use goals-based planning for LIFLEA.

Steps in Strategic Planning:

Strategic planning begins with a strategic analysis. There are a number of different techniques for this analysis. These include the SWOT, PEST and STEER analytical frameworks which are collectively useful for assessing strengths, weaknesses, opportunities, threats, political, economic, social, technological, environmental and regulatory factors. For the purposes of this workshop, LIFLEA elected to use the SWOT analysis - addressing strengths, weaknesses (usually internal), opportunities

and threats (usually external). In order to take the strategic analysis from theory into practice, the association was split into four groups to apply the SWOT analysis to LIFLEA. The results were then shared in a plenary discussion, with additional contributions from all participants.

SWOT Analysis of LIFLEA:

SWOT Analysis of LIFLEA	
Strengths (within the association)	Weaknesses (within the association)
<ul style="list-style-type: none"> -Incorporated membership – various public and private agencies participate in LIFLEA -Committed leadership/membership – there is a demonstrated long-term commitment to the association despite some lapses -Experts – workshops and training seminars have provided LIFLEA with new experience and expertise; there are facilitators within the group and opportunities for ToT experiences -Women members in strategic positions -Fundraising capacities – e.g. dinners -Networking / “friend--raising” -Ability to mobilize women in communities, in other sectors and to gain visibility nationally -Good communication among Executive committee (minutes shared) and regular meetings with fair internal communications mechanisms 	<ul style="list-style-type: none"> -Lack of commitment – number of members has dropped, poor participation in activities -Lack of office space - Poor Communication issues among Executive and members (including the lack of technological facilities) -Lack of cooperation amongst members -Weak educational background –affects capacity of LIFLEA members to participate in high level security meetings -Lack of funding / lack of regular payment of dues -Lack of logistical capacity (venue and transport) -Lack of knowledge or clarity on mission, goals, long term objectives -Programming no longer matches missions and goals -Lack of understanding of internal governing structures, including of the constitution -Lack of orientation or induction for new members -Non-accessibility and/or Lack of

	<p>understanding on procedures for membership</p> <ul style="list-style-type: none"> -Communications weakness in the sense that communications goes through heads of departments/ministries, rather than directly to all members -Different institutional arrangements for women in the different security sectors (e.g. women in police automatically in policewomen association, not the same for every sector) -No regular membership drives -Lack of central records repository or secretariat -No brochure or communications tool to promote LIFLEA and recruit new members -No annual report since the war / no financial reporting / no bank accounts and no system of disbursements (including specified signatories) -No systems for replacing leadership except general election every two years / no procedure for filling vacant positions -Regular membership dues paid to 'parent organization' LIFLEA without benefits to LIFLEA / critical issue to their autonomy -Lack of delegation / continuity when President unavailable -Lack of succession planning -Lack of focus (Social threats) focussing on activities that are not part of the goals/ mission/ vision
--	--

Opportunities (to the association)	Threats (to the association)
<p>-Training derived from the SSR reform process</p> <p>-Support from international and regional organizations (WIPSEN, DCAF, KAIPTC and other donors/ potential partners) and other networking partners (NGOs, UNMIL)</p> <p>-UNSCR 1325 and new National Action Plan recently launched on March 8, 2009</p> <p>-Current political climate and GoL support for women's empowerment and gender equality as demonstrated by the recent hosting of the international colloquium, etc.</p> <p>-Potentials for partnership and Cooperation with key Ministries (Justice, Gender and Development, etc.), the Development and Education Network Liberia (DEN-L), Inclusive security, West African Policewomen Association, Governance Commission, Parliament – women parliamentarians, etc</p> <p>- Opportunities to engage in national security policy making and implementation e.g. of the national security strategy</p> <p>-IT – potential opportunities to have other organizations (like WIPSEN) assist with putting information on the website to promote LIFLEA</p>	<p>-SSR process - Downsizing and reform to security sector also a threat if it continues to a) reduce the numbers of women, and b) exclude women in the security sector process</p> <p>-Political threats to the association (actual threats from heads of security institutions)</p> <p>-Lack of communication / dissemination of information and cooperation, especially from male counterparts and other institutions</p> <p>-Cultural - security seen as a men's issue, parents oppose female recruitment, and there are stereotypes about women in the security sector</p> <p>-Global economic crisis – financial threat - less resources from donors and external assistance for training and support – donor fatigue</p> <p>-Lack of cooperation among stakeholders – GoL, Ministry of Gender and Development, UNMIL</p> <p>-Instability in Liberia</p>

The SWOT analysis highlighted a number of concrete issues that LIFLEA needs to address in order to develop a concrete strategic plan. In particular, there was a lengthy discussion on: 1) LIFLEA's relationship with LINLEA and the issue of autonomy; 2) The issue of commitment of members to the organization; 3) the issue of membership, including the drive to expand membership base.

Section Three:

Setting Strategic Directions: Goals, Objectives and Targets:

At the October 2008 meeting in Monrovia, members of LIFLEA identified a series of strategic objectives. This strategic planning workshop provided the opportunity for the membership to discuss at a more broader and inclusive level each objective and adopt them. In reviewing the objectives participants also reflected on the original set of objectives adopted at the formation of LIFLEA in 2000. They reached a consensus to maintain the first of these objectives as an overarching goal, as this is still relevant and cross-cutting in relation to the new set of objectives developed. The objective retained as an over-arching goal is: *“To advocate for the rights of women, under the law, in the security sector”*. Specific objectives to reach this goal include:

1. To ensure gender mainstreaming through gender sensitive policies and training;
2. To promote female recruitment, deployment and promotion at every level of the security sector;
3. To ensure female participation in decision-making processes within the sector through lobbying and advocacy;
4. Network with other female security personnel throughout the sub-region and even beyond;
5. To promote awareness about the work of LIFLEA in the respective agencies within the community;
6. To build the capacity of women in the security sector and to encourage professional training

A motion for the adoption of goal and objectives was moved by *Elizabeth Harmon* of the Bureau of Immigration and Naturalisation (BIN). This motion was seconded by *Korto G Gbolor* of the Liberia National Fire Service and then adopted by the general membership of LIFLEA.

As a subset to the six agreed objectives, LIFLEA also agree to strengthen the institutional capacity of LIFLEA, a necessary action in order to achieve all of their objectives.

Revised Goal and Objectives of LIFLEA
<p style="text-align: center;">Goal</p> <p style="text-align: center;"><i>To advocate for the rights of women, under the law, in the security sector</i></p>
<p style="text-align: center;">Specific Objectives</p> <ol style="list-style-type: none">1. To ensure gender mainstreaming through gender sensitive policies and training;2. To promote female recruitment, deployment and promotion at every level of the security sector;3. To ensure female participation in decision-making processes within the sector through lobbying and advocacy;

4. Network with other female security personnel throughout the sub-region and even beyond;
5. To promote awareness about the work of LIFLEA in the respective agencies within the community;
6. To build the capacity of women in the security sector and to encourage professional training.

Cross-cutting Objective

To strengthen the institutional capacity of LIFLEA; thereby positioning it as a key player in security governance in Liberia

High Level Interventions:

The strategic planning workshop benefited from a number of high-level participants from the security sector. The Inspector-General of the Liberia National Police (IGP), Beatrice Munah Sieh, provided a constructive intervention to LIFLEA, commending them on their progress and encouraging them to continue to strive towards these new objectives. The IGP who is also one of the founding members of LIFLEA highlighted the potential of LIFLEA and underscored the need to bring new members into the association, hold regular meetings, find ways to coordinate with other groups and regions in West Africa, and to lobby for increased female recruitment, retention and promotion in security sectors institutions both within Liberia and in other countries.

In the context of partnership building and networking, Mr. Lansana Gberie, a representative of the International Centre for Transitional Justice (ICTJ), also made a brief remark of solidarity and goodwill. This was particularly significant to LIFLEA as the ICTJ has an SSR component to its work. The ICTJ is currently working on SSR issues through civil society groups and in particular, LINLEA; assisting with workshops and training. Mr. Gberie noted that the ICTJ is currently working with LINLEA on a '*public perception survey*' which would help to identify projects in the security sector and he indicated that he would encourage the Civil Society Working Group on SSR to include LIFLEA in their consultations.

Section Four:

Action Planning: Proposed Activities

LIFLEA's membership welcomed the comments from guest speakers. The interventions provided a good segue into a discussion on specific activities that could help the association meet their objectives. Participants were assigned to working groups to look at their agreed objectives and to examine how these objectives could fit into the action plan – which means planning activities, responsibilities, timelines and accompanying resources.

Goal: To advocate for the rights of women, under the law, in the security sector				
Objectives	Activities	Responsible	Timeline	Resources
1.To ensure gender mainstreaming through gender sensitive policies and training	Access and identify institutions without gender policies or action plans	Reps from each security sector agency in taskforce	Taskforce to be created in April; assessment May-July 2009	Logistics (transport, communications/letters to be written security sector heads, stationery/supplies)
	Adapt and/or develop gender policies for security sector institutions	LIFLEA leadership with taskforce	May-July 2009	Partners – but what about other funding strategies (dues, rallies, tournaments, fundraising, etc.)
	Organise trainings on gender and other sensitization activities to mobilise and lobby for support	Members, Partners such as DCAF, WIPSEN,	Oct 3 days	
<i>Comments:</i> AFL already discussing the development of a gender policy - LIFLEA needs to take immediate action here and contact Inclusive Security. The Ministry of Gender and Development should also be consulted in terms of technical assistance for training				
2.To promote female recruitment, deployment and promotion at every level	Awareness raising on LIFLEA within security sector institutions	Working group from LIFLEA	March 2010	Partners

of the security sector	<p>Dialogue with institutional heads</p> <p>Develop / update roster of females security personnel to facilitate recruitment, deployment and promotion</p> <p>Targeted engagement of young girls e.g. through school lectures and PTAs</p> <p>Investigation into other incentives to help women be deployed (e.g. lodging in communities; advocating for barracks)</p> <p>Information sharing on job vacancies</p>			
<p><i>Comments:</i> LNP has an accelerated learning program to increase female recruitment. This could be useful model for other sectors. It was also noted that LIFLEA need to look beyond recruitment to other additional/higher learning opportunities that will facilitate promotion to ensure careers are not stagnated and that women are promoted within the sector.</p>				
3.To ensure female participation in decision-making processes within the	Request office space from Ministry of Gender and designate a focal point/person to	Working committee	Next 6 months	Human resources, logistics

sector through lobbying and advocacy	liaise with LIFLEA Lobby with people in senior positions (parliaments, Ministers in our agencies) Meet with gender sensitive males			
4.To network with other female security personnel throughout the sub-region and even beyond	Research and identify all of the women's security sectors in the sub-region for a database Write to each organization to inform about LIFLEA and suggest points of contact or regional meeting Create a website or request WIPSEN to assist with this development	Working Committee	One year	Human resources, logistics Assistance from partners on IT issues / WIPSEN
<i>Comments:</i> <i>On website issue, perhaps useful to start small (page hosted by WIPSEN) before taking on full responsibilities.</i>				
5.To promote awareness about the work of LIFLEA in the respective agencies within the community	General sensitization through meetings, radio announcements, brochures Collaborate with relevant	Heads of LIFLEA and their relevant security agencies taskforce	April-June 2009 April onwards	Human resources from the various agencies Transport (LIFLEA has one vehicle) From all members

(and counties)	stakeholders (including those who manage the budget), Ministries, security advisors, Governance Commission, private sector e.g. communications agencies such as Lonestar, Comium, etc			
6.To build the capacity of women in the security sector and to encourage professional training	Workshops and seminars, Local and international training on leadership, investigation and other specialized issues	Local and international partners to sponsor Use internal LIFLEA experts to train, then ToT for new recruits	July ongoing	Local and international partners (DCAF, WIPSEN, KAIPTC and other NGOs and donor agencies like UNDP) Donations, in-kind contributions and fundraising
<p><i>Comments:</i> Look at formal education opportunities, scholarship; perhaps develop leadership series where LIFLEA invites women in senior positions to share their experiences and best practices – this would also help to build new network and build strategic alliances</p>				

Priority Activities:

The Facilitators noted that some activities would need to be addressed immediately to deal with some of the structural deficiencies in the association. By prioritizing these critical tasks, the association would then be well-positioned to take on some of their medium to long-term objectives. The following chart highlights the priority activities, the group or person responsible for the activity and a timeframe for action:

Activity	Responsible	Timeline
To Enhance Effective Communications: Identify office space; identify volunteers; re-	Secretary and assistant, possible volunteers	ongoing

establish email account, maintain records like constitution, brochures, photos of events and activities, reports		
Discussions on autonomy and relationship with LINLEA	Executive members	To be decided at next meeting
Review of Constitution: Find constitution, ensure everyone has a copy Organize meeting to review Constitution and meeting to approve revisions	Secretary Executive	March 25, 3pm, LMP April
Resource Mobilisation: Draft proposal for funding using strategic plan Develop funding strategy	Executive or working group Executive or working group	Ongoing with deadline of June for strategy; proposals are ongoing
Induction of new Members: Introduction to new members Develop materials for new members	President , VP and membership committee	After membership drive
Membership dues: Records and receipts, public announcements and citations	Finance and secretary	ongoing
Membership drive: Regular membership drive Meeting with individual institutions	Membership committee	Decide next membership drive March 25, 3pm, LMP
Succession Planning: Develop plan and by-laws for filling vacant seats and holding elections; determine timing for terms; if not already in Constitution, these issues need to be addressed	Secretary, Executive and same committee to review the constitution	March 25, 3pm, LMP to review Elections to fill positions soon
Opening of Bank account: Look at options; discuss with LINLEA to see how they operate or develop a	Financial secretary, treasurer and President with counterparts at LINLEA	Following election of new treasurer

sub-account		
Production of Brochure: Write text for brochure, including clear language on how to be a member	Secretary and WIPSEN	April
Acquisition of Office space: Look at options; request through the Ministry of Gender and Development; prepare letters to request office supplies and cabinets from embassies and other donors; meet with Women's NGO Secretariat; YWCA	Executive with WIPSEN and other partners	Dialogue should take place immediately to explore options to discuss options in April
Annual Review/Report of LIFLEA: Prepare collection of committees' reports – last version in 2006; prepare 2009 review; put on website and print (key to funding)	Committees prepare content for approval by the Executive for circulation to all members and potential partners	Preparation for 2009 report from now until Dec 2009; presentation and publication in Jan 2010.
Set up of Review Committees: Tie to new objectives, revitalize and add new members and seek agreement with responsibilities listed above (e.g. annual report)	This is tied to the Annual Report Issue and therefore involves the Executive and all members of the Committees	April/May so that Committees can be assigned tasks for the next Annual Report

Section Five:

Outcomes and Next Steps

The strategic planning process was a necessary step for LIFLEA to undertake in order to re-evaluate their role in security governance and to set strategic direction for their objectives in the future. Emerging from this constructive meeting, the participants:

- Agreed on an overarching goal, six strategic and one cross-cutting objectives for LIFLEA
- Committed to strengthening their institutional capacity
- Using a SWOT analysis, created a draft Strategic Plan for LIFLEA
- Developed a Plan of Action for priority action items

**Both draft strategic and action plans would be finalised into a three-year strategic plan document by WIPSEN and Dr. Thomas Jaye in collaboration with the Executive Members of LIFLEA.*

Closing Session:

The closing ceremony of the strategic planning workshop provided an opportunity to review all of the achievements of the meeting and to agree on some next steps for LIFLEA.

- The President of LIFLEA reiterated the association's dedication to becoming a key actor in security sector reform and governance in Liberia and suggested that the Strategic Plan to emerge from this meeting would be the tool to help them achieve all of their objectives.
- The representative of the Ministry of Gender and Development noted the need to improve communications among government officials and LIFLEA to ensure higher level of collaboration.
- The representative from DCAF committed her organization to future cooperation between the Association and DCAF, including a workshop to discuss organizational development, based on their proposals.
- WIPSEN-Africa echoed comments of support and emphasized that they would continue to partner with LIFLEA in the future and help them to draft and develop proposals in support of their strategic plan. Moreover, WIPSEN-Africa committed to provide LIFLEA with a draft report from the strategic planning meeting and a draft strategic plan by the end of March. WIPSEN-Africa also agreed to assist the association with three priority issues immediately (publishing a brochure, dedicating a webpage on its site to LIFLEA and starting a dialogue with the Ministry of Gender on a working space).

Annexes:

Agenda:

AGENDA FOR THE STRATEGIC PLANNING WORKSHOP	
DAY ONE: 12th March 2009	
8.30 to 9.00:	ARRIVALS
9.00 – 10.00:	OPENING
Welcome Remarks:	
<ul style="list-style-type: none">• Head of LIFLEA• Representative of the Ministry of Gender and Development, Republic of Liberia• DCAF• WIPSEN-Africa	
Introduction of Participants	
<ul style="list-style-type: none">• Remarks by Deputy Minister of Justice, Eva Mappy Morgan	
10.00 – 10.15:	Tea/Coffee
10.15 – 11.00:	Historical Background of LIFEA (Asatou Bah-Kenneth)
11.00 – 11.30:	Discussion
11.30 – 12.30:	Understanding Strategic Planning Process (Ecoma Alaga)
12.30 – 13.00:	Discussion
13.30 - 14.30:	Lunch
14.30 – 15.30:	Group Exercises: Strategic Analysis of LIFLEA
	a) SWOT (Strengths, Weaknesses, Opportunities and Threats Analysis)
15.30 – 15.45:	Tea/Coffee
15.45 – 16.45:	Plenary: Group Presentations and Discussion (Ecoma Alaga/Thomas Jaye)
16.45:	Close for the Day

DAY TWO: 13th March 2009

8.30 – 9.00:	Arrivals
9.00 – 9.30:	Recap on Day One (Thomas Jaye)
9.30 – 10.00:	Reflections on Mission, Vision and Objectives of LIFLEA (Ecoma Alaga)
10.00 – 10.45:	Group Work: Setting Strategic Directions: Goals, Objectives and Targets (Thomas Jaye)
10.45 – 11.00:	Tea/Coffee
11.00 – 11.45:	Group Work: Action/Activity Plan (Thomas Jaye)
11.45 – 12.30:	Plenary: Group Presentations and Discussion (Thomas Jaye and Susan Sesay)
12.30 – 14.00:	Lunch
14.00 – 15.00:	Identifying Resources (financial and human) for implementation of the action/activity plan (DCAF)
15.00 – 15.30:	Recap on the two days (Ecoma Alaga/Thomas Jaye)
15.30 – 16.30:	Closing Remarks <ul style="list-style-type: none">○ Head of LIFLEA○ Representative of the Ministry of Gender and Development, Republic of Liberia○ DCAF○ WIPSEN-Africa
19.00 – 21.00	Farewell Dinner

Concept Paper:

**STRATEGIC PLANNING WORKSHOP
LIBERIA FEMALE LAW ENFORCEMENT ASSOCIATION
(LIFLEA)
12 - 13 MARCH 2009
MONROVIA, LIBERIA**

CONCEPT PAPER

BACKGROUND:

On 18 August 2003 the stakeholders to the Liberian conflict signed the Comprehensive Peace Agreement (CPA). The signing of the CPA altered the political environment in the country. Among others, free and fair legislative and presidential elections were held and Mrs. Ellen Johnson-Sirleaf emerged as the first woman President in Africa. The new administration inherited enormous social, economic, political and security challenges and legacies. Thus, as part of the overall post-war reconstruction and peacebuilding processes, the new administration has embarked upon the complex and politically sensitive exercise of reforming the security sector in order to address the legacies of long years of poor security sector governance, inadequate gender mainstreaming, and improving the capacity and professional efficiency of the security sector in the country.

In order to achieve the objective of reforming the security sector, it is important to get the fullest participation of different actors, both local and external. The role of women in the SSR process in Liberia is important because of their unique experiences not just in the war but also in the security sector. Historically, women faced long years of discrimination in the security sector; they were not represented in decision-making processes; and could not be easily promoted even with appropriate qualifications, competence, experience and knowledge for the post.

As a result thereof, in 2000 the female law enforcement officers established and organised the Liberia Female Law Enforcement Association (LIFLEA) as a non-political and non-partisan body that would cater for the training needs of its members; provide an environment for its members to acquire knowledge on security issues and engage in other security related issues including promoting the welfare of its members. Unfortunately, throughout its history, the association has faced problems, which rendered it ineffective in pursuing its objectives and goals.

CHALLENGES CONFRONTING LIFLEA:

Throughout its history, LIFLEA has faced problems and challenges that have not only minimised its organisational capacity to realise its objectives, but that also threatens its very existence. This largely stems from the fact that right from its inception it lost focus, leaning more towards welfarist issues than strategic professional and

organisational issues. Thus the association gradually came to suffer from organisational and capacity weaknesses. For example, the organisation does not have any rules and regulations for proper governance; it has no office space; members did not pay their dues; no regular meetings were held and if meetings when held, the attendance was poor; and the flow of information was also poor; leadership is a major challenge given the preoccupation of its leadership with other primary assignments.

Although these factors have hindered the effective operation of the association, its members have resolved to enhance its capacity in order to achieve the goals and objectives for which it was established. Further, the female security personnel want to also play a critical role in the SSR process in the country but cannot do so effectively without its own organisation.

Through the intervention of WIPSEN-Africa and DCAF in 2008, the association has benefited from a needs assessment and training on SSR issues. It is out of these efforts that LIFLEA has agreed to convene a strategic planning workshop in order to strengthen itself as an effective actor in the SSR process; and ultimately, in order to achieve its objectives.

STRATEGIC PLANNING WORKSHOP:

It against the backdrop of the above, that LIFLEA will be holding a two-day strategic planning workshop in Monrovia, Liberia from 12 to 13 March 2009. The workshop is crucial as it is intended to bring together both the leadership and membership of LIFLEA. Past efforts to get the leadership and members together have been abortive in the last year.

In 2008, when WIPSEN and DCAF convened training for LIFLEA, its membership revisited its objectives and scope of work, based on this reflections developed a new set of objectives, as well as identified key area of operation that will position LIFLEA as an active partner in security governance in Liberia. To date, members have not had a chance to present these set of revised objectives to its leaders and the unavailability of the leaders have also stagnated the functioning of LIFLEA.

Thus the workshop will bring together representatives of the various security agencies in the country and the entire leadership of LIFLEA (8 in number). Therefore, it is expected that about 22 participants will participate in this exercise. Participants would be drawn from the following institutions: 1) Liberia National Police, 2) Liberia National Fire Service, 3) Monrovia City Police, 4) National Bureau of Investigation, 5) Ministry of National Security, 6) Bureau of Immigration and Naturalisation, 7) Ministry of Justice, 8) Drug Enforcement Agency, 9) Ministry of Defence, 10) Customs, 11) Private Security, 12) Sea Port Security, and 13) Special Security Services.

The workshop will be held under the auspices of WIPSEN-Africa and DCAF.

WORKSHOP OBJECTIVES:

The objectives of the workshop are as follow:

- To assess the capacity of the organisation in order to formulate a strategic plan of action;
- Discuss the current state of the organisation; and
- Identify potential human and financial resources for the effective implementation of its programmes and the plan of action that will emerge out of the two-day workshop

EXPECTED OUTCOMES:

The following will constitute the outcomes of the workshop:

- a) A Strategic Plan for LIFLEA (Mission. Vision, weaknesses, strengths, opportunities, threats and others);
- b) Plan of Action for future work with LIFLEA in order to achieve the objectives set in the strategic plan; and
- c) A short report covering the activities of the two-day workshop.

Participants' List:

S/N	NAME	ORGANIZATION	EMAIL	PHONE NUMBER
1.	Col. Mae Angie Brooks Lardner	BINWA/Bureau of Immigration & Naturalization	maebrooks@yahoo.com	+231 6 562 198
2.	Amity Nyonnoh-Teh Karley	NBI (National Bureau of Investigation)	-	+231 6 531 307
3.	Sophie C. Kollie	MNS(Ministry of National Security)	-	+231 7 722 1400
4.	PVT Joyce Kowool Acquoi	MOD (Armed Forces of Liberia)		+231 6532477
5.	Theodora D. Woart	Liberia National Police	magirl2@yahoo.com	+231 655 8628/+231 4800127
6.	Clavenda Miata Sherman	TRC (Truth and Reconciliation Commission)	clavenda2000@yahoo.com	+231 652 0671
7.	Gloria Love George	Bureau of Immigration & Naturalization	-	+231 655 4420
8.	Siatta M. Lansanah	Bureau of Immigration & Naturalization	slansanah@yahoo.com	+231 6914033
9.	Edwina T. N. Carr	Ministry of National Defense	edwinacarr2000@yahoo.com	+231 6646451
10.	Joseph Monibah	Ministry of Gender and Development	jmonibah@yahoo.com	+231 697 4528
11.	Patience D. Nagbe	Customs and Excise; Ministry of Finance	jpatricenagbe@yahoo.com	+231 77025430
12.	Annie Atuah Blamo	MNS (Ministry of National Security)	-	+231 6586782
13.	Korto G. Gbolor	Liberia National Fire Service	-	+231 6683497
14.	Jassah N. Ganyan	Liberia National Fire Service	-	+231 6742363
15.	Beatrice P. Bolo	NBI (National Bureau of Investigation)	-	+231 549 5829
16.	Mento B. Barclay	Liberia National Fire Service	-	+231 655 4502
17.	Mama F. Korvah	Liberia National Police	-	+231 684 7448
18.	Emily P. Wesseh	MCP	-	+231 5433447
19.	Fanny Zohnyeh Paegar	Liberia National Police	fpaegar@yahoo.com	+231 655 9480
20.	Elizabeth S. Harmon	Bureau of Immigration & Naturalization	-	+231 654 1246

21.	Jartu K.Golafale	LNP (Liberian Police Women Association)	golafalejartu@yahoo.com	+231 655 2601
22.	Lommennie G. N. Cooper	Liberia National Fire Service	-	+231 770 77243
23.	Mai Lordpu Hawa Bakalu	Liberia National Police	-	+231 651 3948/77252288
24.	Sally C. Shelton	Liberia Seaport Police	-	+231 6951595
25.	Offune B. Obiamima	Monrovia City Police	ofunne88@yahoo.com	+231 7703 7114
26.	Betty B. Broh	Special Security Service	bbroh777@hotmail.com/ brobbetty@yahoo.com	+231 655894
27.	Asatu Bah- Kenneth	Liberia National Police	asatuken@yahoo.com	+231 6513624
28.	Bennetta Holder Wanner	Liberia National Police	Bholder2006@yahoo.com	+231 651 0923/4800131
29.	Ajuah Blamo	MINASFA	-	+231 658 67 82

Report prepared by Nuala Lawlor, a 2008 Gordon Global Fellow of the Canadian organization, the Walter and Duncan Gordon Foundation. Nuala is examining women, peace and security issues in cooperation with KAIPTC and WIPSEN-Africa.

