



UNDP Liberia

Gender Equality and Women’s Empowerment Strategy 2022-2025

(Version 2, aligned to UNDP Global Gender Equality strategy)

Table of Contents

| | |
|---|----|
| ACRONYMS | 3 |
| Foreword | 5 |
| RATIONALE OF THE STRATEGY | 8 |
| I - INTRODUCTION | 8 |
| 1.1 Gender equality, a key component of sustainable development..... | 8 |
| 1.2 Methodology..... | 9 |
| II - COUNTRY CONTEXT FROM A GENDER PERSPECTIVE..... | 10 |
| III - GUIDING FRAMEWORKS FOR THE GENDER EQUALITY STRATEGY | 13 |
| 3.1 International commitments | 13 |
| 3.2 Regional commitments..... | 15 |
| 3.3 National frameworks | 16 |
| IV - TAKING STOCK OF UNDP LIBERIA EFFORTS FOR GENDER AND SOCIAL INCLUSION | 18 |
| 4.1 On Operations..... | 18 |
| 4.2 On Programmes | 20 |
| 4.3 The Way forward..... | 22 |
| V - UNDP LIBERIA GENDER STRATEGY | 22 |
| 5.1 Objectives of the Gender Strategy | 23 |
| 5.2 Outcomes and expected results..... | 23 |
| VI – ROLLING OUT THE UNDP LIBERIA GENDER STRATEGY | 24 |
| 6.1 Addressing GEWE in country programming..... | 24 |
| 6.2 Mainstreaming GEWE in the CPD outcomes..... | 26 |
| 6.3 Addressing GEWE in Operations | 29 |
| 6.3.1 Gender parity in UNDP Liberia staffing..... | 29 |
| Strategic entry points..... | 30 |
| 6.3.2 Procurement in UNDP Liberia | 30 |

| | |
|--|----|
| Strategic entry points..... | 31 |
| 6.4 Communication and knowledge management..... | 32 |
| VII - MONITORING AND EVALUATION | 32 |
| 7.1 Design, implementation, and measurement | 32 |
| 7.2 Importance of data..... | 34 |
| VIII - INSTITUTIONAL ARRANGEMENTS FOR THE IMPLEMENTATION OF THE STRATEGY | 34 |
| 8.1 Implementation structure..... | 34 |
| IX – SUB-REGIONAL AND NATIONAL PARTNERSHIPS | 38 |
| X – FINANCIAL RESOURCES..... | 39 |
| XI – IMPLEMENTATION PLAN OF THE STRATEGY (2020-2024) | 41 |
| GLOSSARY OF GENDER TERMS..... | 53 |

ACRONYMS

| | |
|----------|---|
| CSO | Civil Society Organization |
| CU | Communications Unit |
| GES | Gender Equality Strategy |
| GEWE | Gender Equality and Women Empowerment |
| GFP | Gender Focal Person |
| GFT | Gender Focal Team |
| GO | Gender Officers |
| GS | Gender Specialist |
| GSC | Gender Seal Certification |
| HIV/AIDS | Human Immunodeficiency Virus infection /Acquired Immune Deficiency Syndrome |
| HR | Human Resources |
| IT | ICT Unit |
| MACs | Ministries, Agencies and Commissions |
| MoGCSP | Ministry of Gender, Children and Social Protection |
| NGO | Non-Governmental Organization |
| OECD | Organization for Economic Co-operation and Development |
| PM | Programme Manager |
| PSU | Programme Support Unit |
| RSC | Regional Service Centre |
| SDGs | Sustainable Development Goals |
| SM | Senior Management |

| | |
|---------|--|
| SRHR | Sexual and Reproductive Health and Rights |
| TL | Team Leader |
| TM | Talent Manager |
| UNDP | United Nations Development Programme |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNSCR | United Nations Security Council Resolution |
| UNSDCF | United Nations Development Cooperation Framework |
| UN-SWAP | United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women |
| WACPs | Women and Child Protection Sections |

Foreword

UNDP Liberia is committed to the tenants and core principles of the Sustainable Development Goals, including Gender equality and the empowerment of women as well as the broader context of leave no one behind (LNOB). In fulfillment of this, UNDP has been constantly reviewing and implementing its Gender Corporate accountability commitments through multifaceted approaches, including deliberate gender mainstreaming in its programme portfolio and operations, building the capacities of the staff, creating a gender-responsive work environment and engaging in strategic and catalytic resource mobilization benefiting women and youth. This stems from the conviction that Gender equality and the empowerment of women (GEWE) are critical to the achievement of the Sustainable Development Goal (SDGs), and they are vital to fully realizing the rights and potential of all persons.

Liberia population is estimated at 4,7 million ¹ with percentages of 49,55% female and 50,45 % males. Youth between 0-24 years represents more than 60 % of the total population. There have been long standing challenges for Gender Equality ranging from unequal access to education, healthcare, land, property, and justice coupled with Gender imbalance is caused by factors such as excessive burden of care on women, illiteracy, unequal power relations in the household, insufficient access to basic services, legal and judicial services and vulnerability to SGBV, HIV/Aids. The situation is worse for adolescent girls that are often school dropouts and confronted to rape, teen-age pregnancies, and Harmful Traditional Practices. Data presented in this document demonstrate that women in Liberia remain marginalized in many sectors. Female participation in the labor market is 54.7 percent compared to 57.5 for men) and their leadership role is limited. In 2018, about 11.7 percent of parliamentary seats are held by women showing in decision-making in public spheres and institutions.²

The impact of UNDP's development interventions on gender in Liberia is effectively contributing to addressing, to a great extent gender inequality, issues of women economic empowerment, and promotion and protection of the rights of women and those of people living with disabilities.

The UNDP Liberia Country Office (CO) is also responding to the risks posed by climate change by conducting and updating relevant climate vulnerability and disaster risks assessments, as well as supporting the formulation of gender-responsive national adaptation policies and action plans. The on-going implementation of EU-UN Spotlight Initiative that builds on the existing Joint UN programme on SGBV, supported by Sweden, seeks to strengthen the Government of Liberia's capacity to respond to cases of SGBV and harmful practices (HP) in building better institutional frameworks and enhancing protection capacities for women and girl's survivors.

¹ United Nations Population Division, 2017. ² UNDP HDR 2019.

On the other hand, the UNDP team has largely contributed to the development of the Liberia United Nations Development Cooperation Framework (UNSDCF), which is fully aligned with the Government of Liberia's

Medium-Term Expenditure Framework – The Pro-poor Agenda for Prosperity and Development (PAPD) (2019-2023). UNDP Liberia derived its new Country Programme Document (CPD) from these two key national documents. The 2020-2024 CPD provides a framework for implementing the mandates of gender mainstreaming in the overall country programme allowing the CO to respond directly to the acute challenges still faced by Liberian women and girls today.

While CO programming to date has been informed by significant efforts to ensure gender sensitivity and gender responsiveness, the availability of a UNDP Liberia Gender Strategy, as a corporate requirement, will help to sustain the gender momentum and interest built within the CO over time. This strategy is meant to guide gender mainstreaming in the implementation of the new Liberia CPD. It describes how the CO will establish a management system to integrate gender equality and women's empowerment in its policies, operations and programmes, partnerships for the next five years.

This Gender Equality Strategy is aligned with the new CPD (2020-2024) and contributes towards the gender equality Outcomes defined by the UNDP Strategic Plan (2022- 2025), the Global Corporate Strategy on Gender Equality (2022 – 2025), the 'Eight Point Agenda for Women's Empowerment' and 'Gender Equality in Crisis Prevention and Recovery' and UN Security Council Resolutions 1325, and subsequent ones.

UNDP's mandate ensures gender equality in democratic governance, rule of law, security sector reform, poverty reduction and environment protection. We hope that this strategy will complement the gender interventions of other UN agencies, especially UN Women and its work on women's empowerment; UNFPA on sexual and reproductive rights, youth, and gender-based violence (SGBV); and UNICEF on education for girls.

Through the implementation of the proposed strategy, UNDP Liberia will support the transformation against the unequal power relations between men and women, so that women are able to actively contribute and benefit from the achievement of human development in the areas of inclusive growth, peace and justice, resilience, governance, poverty and energy and environment.

This strategy represents UNDP Liberia's commitment to mainstreaming gender equality and women empowerment in all the work in both its operations and programme activities, and how we engage, monitor and report on our activities. We are committed to working closely with our national and international partners in supporting women, men, boys and girls to achieve their full potential.

We hope that each staff will not only own this Gender Strategy, but also be accountable for its full implementation for a successful contribution of UNDP Liberia to Gender Equality and Women Empowerment in Liberia.

Stephen Rodriques
Resident Representative
UNDP Liberia

RATIONALE OF THE STRATEGY

UNDP country offices and business units are encouraged to develop a **gender equality strategy** and implementation plan which translates the corporate strategy into concrete actions and budget allocations relevant to the country programme. ²

I - INTRODUCTION

1.1 Gender equality, a key component of sustainable development

UNDP Liberia will strive to advance gender equality throughout every aspect of its work in support of the achievement of 2030 Agenda for Sustainable Development, as articulated in the Pro Agenda for Prosperity and Development (PAPD) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2024. Gender equality is a critical component of sustainable development. Advancing gender equality is reflected in each of the Sustainable Development Goals (SDGs). And the Goal 5: Gender equality, aims to end discrimination against women and girls while ensuring their full and effective participation and access to equal opportunities.

UNDP Corporate Gender Equality Strategy (2022-2025) accompanies the UNDP Global Strategic Plan for 2022-2025. It is based on the premise that: *“Gender equality is a fundamental human right and a necessary foundation for a peaceful, prosperous, and sustainable world. Gender equality is central to UNDP support to countries to implement and achieve the 2030 Agenda for Sustainable Development and the Sustainable Development Goals as well as other commitments agreed by Member States”*. ³ Advancing gender equality is therefore central to UNDP Liberia’s mandate.

UNDP new Corporate Strategic Plan (2022-2025) identifies six cross cutting signatures solutions, one of which, **Signature Solution 6** is “Gender Equality and women Empowerment which means:

1. Inclusive economies and women's empowerment.
2. Equal power and representation
3. Preventing and responding to gender-based violence.
4. Reversing the backlash against gender equality.
5. Better data and analysis for policy making.
6. Changing negative social norms.

UNDP Liberia will, therefore, mainstream gender equality through its program design, implementation, operations, and communications. With respect to programmatic interventions, the UNDP approach to gender mainstreaming is a dual one. First, UNDP supports the empowerment of women through gender specific targeted interventions to address gender concerns in the development, planning, implementation and evaluation of all policies and programmes, in its priority areas of interventions which are resilience, poverty and inequality, governance, environment, energy and gender equality.

Dialogue Box 1

² 3 UNDP Strategic Plan (2022-2025) p. 16

³ UNDP Gender Equality Strategy 2022-2025

In practical terms, gender mainstreaming means:

- **identifying differences between men and women using sex-disaggregated data • allocating resources and expertise to implement strategies and evaluate results**
- **removing obstacles to ensure equal opportunities.**

As UNDP Liberia seeks to consolidate the foundation collectively and systematically for a gender transformative environment in its areas in of work, the CO Gender Strategy will set the pace. The Strategy and its implementation plan will guide UNDP Liberia’s work for the CPD 2020-2024. It is aligned with the UNDP Liberia Country Programme Document 2020-2024, building on the CO’s efforts to enhance equality, inclusiveness, and sustainable development.

The guiding principles for this gender equality strategy are human rights-based approach to development; the recognition of all men and women as active agents of change, the recognition of multiple and intersecting forms of discrimination (race, poverty, age, religion, location, ethnicity etc.), the recognition that transforming the power relations will change discriminatory norms, social attitudes and practices that deny women and girls rights and opportunities. Another important principle is engaging men and boys both as allies in closing gender gaps, but also as agents of change of oppressive forms of masculinity. It is also key to adopt a contextualized and country-driven approach while searching for innovation to eliminate societal and structural barriers.

To ensure gender accountability and measurable activities, gender-sensitive corporate tools and frameworks are in place to maintain quality results-based programming. These gender tools explicitly promote gender mainstreaming, reinforcing fair assessment, diligent planning, monitoring and evaluation. They also reinforce UNDP’s accountability to governments, citizens, partners, stakeholders, civil society organizations and donors.

The Gender Equality Strategy addresses three key areas for mainstreaming gender equality across UNDP’s work:

- **Programming**
- **Operations**
- **Institutional arrangements and practices.**

1.2 Methodology

This strategy was developed through participation of all staff at the Liberia CO, including all Programme and Operations staff, the gender team, and the Senior Management.

The first part of the process largely involved the Resident Representative (RR) and the Deputies for Programme (DRR/P) and Operations (DRR/O) who shared their visions and reaffirmed the programmatic orientations contained in the new CPD. This was complemented by a gender assessment of the CO office through two (2) sets of questionnaires prepared in a participatory manner under the guidance of the DRR/P.

- One questionnaire was administered to the Human Resource (HR) Unit to have an overview of the gender distribution of staffing and the prevailing HR policies.
- The second, administered to all staff, focused on Gender knowledge perception, and attitudes, issues, and concerns. Staff were invited to share their views on the CO gender culture, their knowledge of UNDP gender policies, their gender integration capacity in operations and programmes and provide a brief description of the working environment and the perception of the Gender Seal Certification.

This strategy is also based on information collected through desk review of:

- UNDP corporate documents on Gender Equality and Women Empowerment and other international and regional commitments,
- National enabling legislation on gender equality,
- UNDP Liberia strategic documents such as the 2016 mid-term review report.

Other sources of information were gathered through:

- Past SWOT analysis of the Office in terms of gender equality, conducted in February 2018
- Past review of 2018 and 2019 CO annual work plans,
- Analysis of the findings of the UNCT Gender Equality and the Empowerment of Women UN System-Wide Action Plan (SWAP) Scorecard conducted in Liberia in April/May 2018,
- An overview of Liberia UNCT joint programmes on gender equality,
- and UNDP HQ Manual on “How to Prepare a Gender Strategy for a Country Office”, 2014.

Consultations of regional frameworks and other UNDP CO gender strategies enriched the information gathered.

II - COUNTRY CONTEXT FROM A GENDER PERSPECTIVE

Women play a crucial role in Liberia. Not only do they comprise almost half of its population, but they are also key actors at household and community levels, in the rural and urban economies. The Liberia Revised National Gender Policy (2018-2022) states that “Gender inequality and the marginalization of women in Liberia are perpetuated by socio-cultural perceptions, practices, and stereotypes that support male dominance and the subordination of women”⁴. This happens partly through socialization of girls and boys, social norms and customs, which are carried into schools, communities and workplaces.

In Liberia women condition varies according to age, status, means of income, county rural/urban areas and traditions. In general, access to education, healthcare, land, property, and justice is limited to women as compared to men. Gender imbalance is caused by factors such as excessive burden of care on women, illiteracy, unequal power relations in the household, lack of access to basic services, economic disempowerment, low participation in decision-making in public spheres, institutions and in the household; lack of access to legal and judicial services, vulnerability to SGBV, to Human Immunodeficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS), and unequal access to rights and opportunities. The situation is worse for adolescent girls who are often school dropouts because of poverty and consequent effects of teen-age pregnancies.

Through the years, several indices have been developed to quantify the concept of gender inequality. The United Nations Development Programme uses the Gender Inequality Index (GII) and Gender Development Index (GDI).⁵ GII is a composite measure that shows inequality in achievement between women and men in reproductive health, empowerment, and the labor market, while measuring achievements of human

⁴ Liberia Revised National Gender Policy (2018-2022), page 5

⁵ United Nations Development Programme. Human Development Report. <http://hdr.undp.org/en/content/table-4-gender-inequality-index>.

⁸ World Economic Forum. The Global Gender Gap Report 2018 Country Profiles. <http://reports.weforum.org/global-gender-gap-report><http://reports.weforum.org/global-gender-gap-report-2014/economies/2014/economies/#economy=LIB>

development in three areas: health, education, and command over economic resources. The GDI considers the gender gaps on human development between men and women.

The Global Gender Gap Index (GGGI) of the World Economic Forum examines the gap between men and women in four categories: economic participation and opportunity, educational attainment, health and survival; and political empowerment.⁸ Out of 149 countries, Liberia's GGGI rank in 2018 is given below⁶:

| Description | Score | Rank |
|--|-------|------|
| Gender Gap Index 2018 | 0.681 | 96 |
| Economic participation and opportunity | 0.729 | 41 |
| Educational attainment | 0.792 | 141 |
| Health and survival | 0.968 | 118 |
| Political empowerment | 0.236 | 47 |

* Inequality = 0.00; Equality = 1.00. Source: *The Global Gender Gap Report 2018*

The Organization for Economic Cooperation and Development (OECD) developed the Social Institutions and Gender Index (SIGI), a composite index that scores countries in percentage varies from 0 to 100 on 14 indicators grouped into four sub-indices. Liberia scores as follows: 1 - Discrimination in the family (60%); 2 - Restricted physical integrity (34%); 3 - Restricted access to productive and financial resources (41%); 4 - Restricted civil liberties (53%), to measure discrimination against women in social institutions across 160 countries. The 2019 SIGI value for Liberia equals 47 %, which suggests that gender inequality and discrimination against women and girls is high.¹⁰

Despite the ratification of the Maputo protocol, its domestication in Liberia, remains inadequate. With strong and entrenched patriarchal social norms, socially accepted violence against women and girls, the Gender Inequality Index of 0.651 ranks Liberia at 155 out of 162 countries assessed.⁷ Gender gaps are evident in education: 18.5 percent of adult women have reached at least a secondary level of education compared to 39.6 percent of their male counterparts). While patriarchal norms that maintain the low status of women and girls persist, the legacy of violence against women during the civil wars has been normalized.⁸ Almost 14 %¹³ of the population living with disabilities confronts stigma and lack of income-earning opportunities. High level of adult HIV prevalence at 2.1 %⁹ (2.4 % among women, 1.8 % among men), indicates underlying policy and health system deficiencies and unequal gender relations.¹⁰

Since 2003, Liberia has enjoyed relative peace and has held 3 presidential elections. Even though women's role in Liberia is significant, their leadership role is limited. According to the Executive Mansion Liberia 2018 July (<https://www.emansion.gov.lr/>), only 11.11% of ministerial heads are women, and 12.50% of heads of agencies are women. Of the deputy positions at these institutions, women occupy 20.83% in ministries and 20.93% in agencies and corporations, respectively. Among the assistant heads, one third (34.29%) of them are females, with 21% of staffs are females, which stand at 14% for the ministries and 28% for agencies/corporations. Six out of Liberia's 17 substantive Ambassadors are women, while two of the five

⁶ <http://reports.weforum.org/global-gender-gap-report-2014/economies/#economy=LIB>

⁷ Human Development Report, UNDP 2019

⁸ Programme Against Sexual and Gender Based Violence and Harmful Traditional Practices, Republic of Liberia, 2018 ¹³ National Census, Republic of Liberia. 2008

⁹ Catch up plan to end AIDS 2017-2020

¹⁰ Gender analysis in UNDP Liberia CPD (2020-24), § 3

members of the Supreme Court Bench are women. Commissioners, out of 6 in total, 4 males and 2 females at 33.33%. In 2017, women held 4 of the 19 ministerial positions. This has declined to 2 out of 19 in 2018. In the 2017 elections, women comprised 16% of candidates (162 out of 1054 candidates).¹¹

Liberian women face specific obstacles in accessing justice such as discrimination and marginalization due to patriarchal attitudes deep-rooted in culture. But also due to corruption, lack of trust and/or information on judicial institutions and procedures prolonged and high cost of the judiciary procedures and misunderstanding of legal language or physical access barriers.

Progress has been made in eliminating violence against women by legislating specifically on violence against women and vulnerable persons. The Rape Law, Land Rights act and the passing of the Domestic Violence Bill by the Senate in July 2018 are examples of good progress. Despite these efforts, women are still largely affected by physical and emotional violence. measured. On another mode, Female Genital Mutilation (FGM) and other harmful traditional practices particularly affect young girls, denying them self-dignity and safe Sexual and Reproductive Health Rights (SHRH). Based on HDR (Human Development Report) 2019 report, for every 100,000 live births, 725.0 women die from pregnancy related causes; and the adolescent birth rate is 136.0 births per 1,000 women of ages 15-19. Accessibility, service delivery and sustainability to safe drinking water and limited access to basic sanitation constitute other major public threats to health.

Liberia is seen as success story in transitioning from peacekeeping to peacebuilding. This is proved by the adoption of legal frameworks, security plans and laws such as the Liberia Peace Building Plan, the National Security Strategy, the National Action Plan for the implementation of the UN SCR 1325, the Revised National Gender Policy (NGP), and national Gender-based Violence Plan of action. The government has made efforts to address and improve the human rights situation in the country. Human Rights institutions such as the Independent National Commission on Human rights (IHCHR) and Independent Information Commission have been established.

Women constitute 55.3 % of the work force in the informal sector and provide around 80% of the agricultural labor force¹², mostly limited to subsistence farming. These women farmers, in rural communities, have challenges in accessing land in such communities where most of the land has been signed away in concessions.

Women are grossly underrepresented in the Security sector, with an average of 17% across security institutions, far from reaching the quota stated in the National Plan of action on UNSCR 1325 and Liberia Revised National Gender Policy (2018-2022).

The women empowerment and their equal participation in Liberian society is key for addressing challenges in terms of gender equality. The economic barriers that women face presents several obstacles for reaching their full and equal participation in the formal labor sector. Three phenomena of particular attention are the unemployment, unpaid work, and wage gap. These factors have influenced the differences in participation rates and inequalities women face to enter and stay in the formal labor sector of Liberia¹³.

¹¹ National Election Commission Report

¹² Food and Agriculture Organization (FAO), Gender assessment series, Liberia 2018

¹³ Country Gender Equality Profile, Liberia, September 2021

It is also noted that gender gaps of social, economic, and environmental vulnerabilities to climate change exist in Liberia. Women in Liberia are more vulnerable than men to climate change. For example, coastal erosion which causes the destruction of homes, loss of property, displacement, decrease in income, as well as rise in insecurity and gender-based violence affect women more than men. These adverse effects contribute to increased gender inequalities by exacerbating the challenges women already face, such as family care and food insecurity. Since women derive their income from agriculture or the sea, they carry the weight of economic fluctuations related to the availability of these products.

III - GUIDING FRAMEWORKS FOR THE GENDER EQUALITY STRATEGY

UNDP Liberia Gender Strategy is aligned with the following international, regional, national, and corporate requirements.

3.1 International commitments

These global commitments are the key contextual frameworks and global commitments to gender equality which will inform the rationale for the Country Office efforts towards promoting women's rights, addressing the barriers and challenges that constrain women from realizing their full capabilities on an equal basis with men, and pursuing an agenda for women's empowerment.

Moreover, there have been several international human rights instruments to support women participation. Article 21 of the Universal declaration of human rights (United nations, 1948). It states that "everyone has the right to take part in the government of his country, directly or through freely chosen representatives. Everyone has the right to equal access to public service in his country. The will of the people shall be the basis of the authority of government; this shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures". It expresses that everyone has the right to partake in their country's government.

The Convention on the Elimination of All Forms of Discrimination Against Women. The 1979 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) provides a comprehensive framework to guide all rights-based action for gender equality. Under this treaty, gender inequality is understood to be the result of discrimination against women. *it spells out the meaning of equality and how it can be achieved and provides an agenda for action by countries to guarantee the enjoyment of those rights.* CEDAW defines discrimination and the range of steps that states must take to eliminate it, affirms women's rights in specific areas, and makes provisions for ratification, monitoring, reporting and other procedural matters.

The Beijing Platform for Action. The 1995 Beijing Platform for Action is "an agenda for women's empowerment" signed by all governments that is seen as a "necessary and fundamental pre-requisite for equality, development and peace." The Platform includes gender analysis of problems and opportunities in 12 critical areas of concern, and clear and specific standards for actions to be implemented by governments, the UN system and civil society, including, where appropriate, the private sector. *In implementing the suggested actions, the PFA requires that, "an active and visible policy of mainstreaming a gender perspective into all policies and programmes should be promoted so that before decisions are taken an analysis is made of the effects on women and men, respectively"* The Platform provides the first global

commitment to gender mainstreaming as the methodology by which women's empowerment will be achieved.¹⁴

The Sustainable Development Goals (SDG) came into effect in January 2016, and they will continue to guide UNDP policy and funding until 2030. The 2030 Agenda pledges to “**Leave no one behind**” and obliges UN Member States to “**endeavor to reach those furthest behind first.**” As the lead UN development agency, UNDP is uniquely placed to help implement the Goals through our work in some 170 countries and territories.

The 17 Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These include new areas such as climate change, economic inequality, innovation, sustainable consumption, peace, and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another. SDG 5 recognizes that gender equality is both a goal, and a condition for the achievement of all other goals.

UN Declaration on the Elimination of Violence Against Women. The 1993 Declaration on the Elimination of Violence against Women, the first international human rights instrument to address violence exclusively and explicitly against women, affirms that the phenomenon violates, impairs, or nullifies women's human rights and their exercise of fundamental freedoms. The Declaration states that gender-based violence takes many different forms and is experienced in a range of crisis and non-crisis settings. It is deeply rooted in structural relationships of inequality between women and men.

The International Conference on Population and Development. The 1994 International Conference on Population and Development (ICPD) in Cairo was a milestone in the history of population and development, as well as in the history of women's rights. ICPD delegates reached a consensus that the equality and empowerment of women is a global priority. This issue was approached from the perspective of universal human rights, and as an essential step towards eradicating poverty and stabilizing population growth. A woman's ability to access reproductive health and rights is a cornerstone of her empowerment and is critical to sustainable development.

Women, Peace and Security Framework and related Commitments. The UN's guiding documents for women, peace and security are Security Council Resolutions 1325 (2000) and 1889 (2009) on women, peace and security and 1820 (2008), 1888 (2009), 2106 (2013) and 2122 (2013) on sexual violence in armed conflict. These resolutions have laid the foundation for the efforts of the UN community to expand the role of women in leadership positions in every aspect of prevention and resolution of conflicts, including peacekeeping and peacebuilding efforts, and to improve protection of women and girls within a framework of rule of law and respect for human rights.

UN Framework Convention on Climate Change. The Cancun Agreements emerging out of the UN Framework for Climate Change COP-16 in 2010 were the first global climate change policy to include multiple references to gender equality. Since then, more gains have been made to foster women's participation in negotiations and entrench gender equality in UNFCCC outcome documents as well as in the Green Climate Fund, the Adaptation Fund and Climate Investment Funds. At COP-18 in Doha in 2012, a decision was adopted promoting gender balance and improving the participation of women in UNFCCC

¹⁴ Beijing PFA, paragraphs 79 education; 105 health; 123 violence against women; 141 conflict; 189 power and decision-making; 202 institutional mechanisms; 229 human rights; 238 media; 252 management of natural resources; 273 children and youth. The methodology for gender mainstreaming was elaborated and defined by ECOSOC shortly afterwards.

negotiations and in the representation of Parties in bodies established pursuant to the Convention or the Kyoto Protocol.

Aid Effectiveness Commitments. Through the 2008 Accra Agenda for Action, which built on the 2005 Paris Declaration on Aid Effectiveness, developing countries and donors commit to ensure that their respective development policies and programmes are designed and implemented in ways consistent with their agreed international commitments on gender equality, human rights, disability and environmental sustainability. The Busan Partnership for Effective Development Cooperation endorsed in 2011 agreed to accelerate and deepen efforts to address gender equality and women’s empowerment in all aspects of development efforts, from accountability mechanisms to peacebuilding and state building.

The UNDP Global Gender Equality Strategy (GES), 2022-2025, which aims at: “(a) Structural transformation- working with countries to shift the underlying systems and power structures that determine development. Linking issues and partners, asking questions and holding difficult conversations helps development build on a foundation of gender equality and inclusion. In this regard, UNDP can serve as a convener and advocate as much as, if not more than, a programme provider.; (b) Leaving no one behind principle which responds to the will of governments to ‘reach the furthest behind first’ and is rooted in human rights and principles of equality and non-discrimination. The strategy includes a focus on addressing the multiple and intersecting forms of deprivation, disadvantage, and discrimination and (c) Building resilience- UNDP helps countries develop capacities to prevent, mitigate and respond to diverse risks and crises. This depends on fully involving women, on equal terms and at all levels, including indecision-making. UNDP will put gender equality at the centre of resilience-building by diminishing structural obstacles and empowering individuals.”

The Eight-Point Agenda for Women’s Empowerment and Gender Equality in Crisis Prevention and Recovery (BCPR-8PA). This agenda has become a blueprint for action and advocacy on gender-responsive crisis prevention and recovery focusing on 8 key areas: stopping violence against women, providing justice and security for women, advancing women and decision-makers, involving women in all peace processes, supporting women and men to build back better, promoting women as leaders of recovery, including women’s issues on the national agenda and working together to transform society.

The UN System-wide Policy on Gender Equality and the Empowerment of Women which requires that action plans should include: a clear statement in support of gender equality; between one third and one half of results statements integrate the production of gender equality, and that all data are disaggregated by sex, or specific reasons for not doing so are noted

3.2 Regional commitments

At **regional level**, Liberia is a party to the following instruments underscore the importance of and uphold gender equality¹⁵

- **The African Charter on Human and People’s Rights on the Rights of Women in Africa (Maputo Protocol)** of 2003, constitutes a milestone in the promotion, protection, and respect for the rights of women in Africa. This Protocol reaffirms the principle of promoting gender equality as enshrined in the Constitutive Act of AU as well as the NEPAD.

¹⁵ @ Source : Extracted from the Revised National Gender Policy, 2017, Liberia, Ministry of Gender, Children and Social Protection, Liberia.

- **AU Women's Decade** is to advance gender equality by accelerating the implementation of the Dakar, Beijing and AU Assembly decisions on gender equality and women's empowerment. The decade will be implemented in two phases; 2010-2015 and 2015–2020 with reviews in 2015 and 2020. The Decade's objectives include: poverty and promoting economic empowerment of women and entrepreneurship; agriculture and food security; women's health; maternal mortality and HIV&AIDS; education; science and technology; environment and climate change; peace and security, and violence against women; governance and legal protection; finance and gender budgets; women in decision-making roles; youth mentoring and women's empowerment.
- **African Charter on the Rights and Welfare of the Child of 1990**, reaffirms adherence to the principles of the rights and welfare of the child contained in the declaration, conventions, and other instruments of the Organization of African Unity and in the United Nations and in particular the United Nations Convention on the Rights of the Child; and the OAU Heads of State and Government's Declaration on the Rights and Welfare of the African Child.
- **New Partnership for African Development (NEPAD) of 2002** underlines the commitment of the African States to ensure the full participation of African Women as equal partners in African development and states its determination to ensure that the rights of women are promoted, realized, and protected in order to enable them to enjoy fully all their human rights.
- **Solemn Declaration on Gender Equality in Africa (2004)** reaffirms the commitments of the AU and international instruments on human and women's rights. The AU Conference of Ministers responsible for Women's Affairs and Gender in 2005 adopted two documents that facilitate the implementation of the Solemn Declaration by member states. These are: Implementation Framework and Guidelines for reporting on the Solemn Declaration on Gender Equality in Africa.
- **The ECOWAS Gender Policy (2015) represents** a new approach and elaborates a set of principles, emphasizing among other things the affirmation of maximum political will on gender policy as a tool of ECOWAS institutions and programs, establishment of gender management systems in all the member states and the adoption of gender mainstreaming as a prerequisite to gender equity and equality.
- Other instruments are the **Mano River Declaration (1973)**, reaffirms commitments made on gender equality, equity and women's empowerment as stated in Dakar/Beijing Platforms of Action, the International Conference on Population and Development (ICPD) held in Cairo in 1994, and related UN and international, regional and sub-regional agreements on gender equality.

3.3 National frameworks

The Government of Liberia has developed many policy papers in addressing different gender needs reflected in its development priorities and Gender policies and strategies.

UNDP CO gender strategy is informed by the Liberia national development plan: **The Pro Poor Agenda for Prosperity and Development (PAPD)**. This five-year national development plan, under the Liberia Vision 2030 framework, is geared towards accelerating inclusive and sustainable development. It gives due recognition to the inequalities and discrimination women are subjected to and live with. To make progress towards the Vision 2030 goals over the next five years, the strategies are built around four PAPD pillars as follows:

1. **Power to the People:** To reduce developmental inequalities so the people can prosper. It is in this pillar that Gender is embedded,

2. **Economy and Jobs:** Economic stability and job creation through effective resource mobilization and prudent management of economic inclusion
3. **Sustaining the Peace:** Promoting a cohesive society for sustainable development
4. **Governance and Transparency:** An inclusive and accountable public sector for shared prosperity and sustainable development.

The New National Gender Policy (NGP) revised in 2017 is drafted in line with the Constitution of Liberia takes precedence in establishing a framework for the Government to promote unity, liberty, stability, equality, justice and human rights with opportunities for social, economic and political advancement of the whole society, irrespective of gender. Significant progress has been made in passing major legislations in ensuring gender equality and women's empowerment. These include the

- Domestic Relations Law; the Inheritance Act of 1998 (which specifies Equal Rights in marriage and inheritance under Customary and Statutory Laws);
- The Rape Law of 2005 (which outlaws gang rape and stipulates life-term sentence for aggressive forms of rape);
- and the Anti-Human Trafficking Act of 2005, prohibiting trafficking in persons, although it is not explicit on trafficking of women and children for sexual purposes.

The Government's position on gender equality is reflected in numerous policies and programs that promote the equality of men and women in Liberia. As the technical provider of gender knowledge at national level in Liberia, the Ministry of Gender, Children and Social Protection (MGCSP) has invested in the production of a variety of instruments to guide overall gender mainstreaming efforts in line ministries. These include Result Focused Transitional Framework/

- National Gender-Based Violence Plan of Action (2006);
- Agenda for Transformation 2012; that treats gender as a specific crosscutting issue.
- Policy on Girl Child Education (2006);
- HIV and AIDS Strategic Plan of Action (2015);
- National Health Policy and National Health Plan (2011 - 2021);
- Food and Agricultural Policy (2007);
- Environmental Policy (2002); Civil Service Reform Strategy (2008);
- Gender Policy of the Liberia National Police.
- the National Action Plan on the UN Security Council Resolution 1325.
- Mental Health Policy (2009);
- Social Welfare Policy (2008) that recognizes gender roles as social roles; Labor Policy National Police; and the Anti-Human Trafficking Act of 2005 which prohibits trafficking in persons.

Other related instruments are,

- the National Nutrition Policy (2008);
- the Education Reform Act of 2011 which aims to enhance access to education; the Accelerated Learning Program (ALP) which seeks to protect the right of children to education;
- the Gender and Climate Change Strategy (2012);
- the Medium, Small and Micro Enterprise Policy (MSME) which seeks to enhance skills, reform access to the market, finance and legal services in order to protect women entrepreneurs.
- the National Sexual and Reproductive Health Policy (2010);

- The National Export Strategy (2014-2018) which seeks to strengthen the supply and quality of commodities for entrepreneurs.
- Country Gender Equality Profile, Liberia, September 2021

The Gender and Development Act, 2001 establishes and defines the institutional mandate of the Ministry of Gender and Development, now the Ministry of MGCSP. The MGCSP is the national machinery for promoting gender equality, women’s advancement, and children’s welfare in Liberia.

In sharing a vision on how to promote equitable socio-economic development, these national frameworks stress the need for all citizens, women, girls, boys, and men to realize their full potential and to enhance women and girl’s empowerment for sustainable and inclusive growth. By recognizing that gender equality is a precondition and accelerator for achieving the Sustainable Development Goals, UNDP Liberia is committed to promoting and mainstreaming gender equality and women’s empowerment in all that it does. First, it supports the empowerment of women and girls through targeted gender-specific interventions in its focus areas and addresses gender concerns in developing, planning, implementing, and evaluating all policies and programmes. Each of its programme or project include a gender and gap analysis backed with available sex-disaggregated data adopts a Human Rights- based approach and observes the programmatic principles of “Leaving No One Behind” and “Reaching the Furthest First”.

IV - TAKING STOCK OF UNDP LIBERIA EFFORTS FOR GENDER AND SOCIAL INCLUSION

UNDP Liberia has in the past addressed gender equality at different levels of Operations and Programmes under the Governance and Public Institutions (GPI), Sustainable Economic Transformation (SET) pillars in reinforcing women’s political participation, women’s economic empowerment, fight against SGBV and the exclusion of people leaving with disabilities.¹⁶

4.1 On Operations

Strengthening CO institutional capacities on gender equality - For that purpose, the CO has invested in a Surge Gender Expert capacity for more than 18 months (about 1 and a half years). **She contributed to the awareness-raising** of staff on gender corporate requirements and shared key strategic documents. or capacity building of staff on gender-responsive planning and programming, she conducted training of - on Gender and Development, Sexual and Gender Based Violence, Sexual harassment at the workplace, gender-sensitive communication and procurement, 61 staff (45 Programmes, 14 Operations and 2 partners). This not only consolidated staff capacities in planning, implementation, monitoring and reporting gender throughout a programme cycle, but also contributed to create a gender-friendly and conducive and trustworthy working environment, free of discrimination and fear.

Gender parity in UNDP Liberia CO In February 2023, UNDP Liberia CO staff was composed as follows, including project teams:¹⁷ all Staff: 111 persons UNDP Staff: 44, UN Volunteers: 12, Service NPSA: 51, IPSA: 4.

Distribution by sex (February 2023)

| Male | Female | All |
|------|--------|-----|
| 77 | 34 | 111 |

¹⁶ UNDP Liberia Annual Report 2018

¹⁷ Source: UNDP Liberia HR unit

| | | |
|------|------|------|
| 69 % | 31 % | 100% |
|------|------|------|

Sex distribution by contract type (February 2023)

| Contract Type | Male | Female | All |
|---------------|-----------|-----------|------------|
| FTA | 25 | 13 | 38 |
| PA | 4 | 2 | 6 |
| NPSA | 37 | 14 | 51 |
| UNVs | 8 | 4 | 12 |
| IPSA | 3 | 1 | 4 |
| Total | 77 | 34 | 111 |

Sex distribution by Grade (February 2023)

| Grade | Male | Female | All |
|--------------|-----------|-----------|------------|
| D1 | 1 | 0 | 1 |
| P5 | 3 | 1 | 4 |
| P4 | 1 | 3 | 4 |
| P3 | 1 | 0 | 1 |
| P2 | 0 | 0 | 0 |
| NOC | 6 | 1 | 7 |
| NOB | 3 | 2 | 5 |
| G7 | 2 | 1 | 3 |
| G6 | 5 | 4 | 9 |
| G5 | 3 | 1 | 4 |
| G4 | 2 | 1 | 3 |
| G3 | 1 | 1 | 2 |
| G2 | 1 | 0 | 1 |
| NPSA 11 | 1 | 0 | 1 |
| NPSA 10 | 2 | 2 | 4 |
| NPSA 9 | 8 | 2 | 10 |
| NPSA 8 | 2 | 0 | 2 |
| NPSA 7 | 1 | 1 | 2 |
| NPSA 6 | 2 | 2 | 4 |
| NPSA 5 | 1 | 1 | 2 |
| NPSA 4 | 4 | 0 | 4 |
| NPSA 3 | 3 | 2 | 5 |
| NPSA 2 | 3 | 0 | 3 |
| NPSA 1 | 10 | 4 | 14 |
| UNVs | 8 | 4 | 12 |
| IPSA | 3 | 1 | 4 |
| Total | 77 | 34 | 111 |

All figures and percentages indicate that UNDP CO workforce is male dominated. There are significant disparities in terms of male and female representation and qualification. However, CO Management Teams, Administrative and Complementary Committees have tried as much as possible to be gender-balanced in representation. ; These are : Senior Management Team (SMT), Expanded Senior Management Team (ESMT), Delivery and Compliance Review Team (DCRT) and 13 (thirteen) other Administrative and Complementary Committees , namely Contract Assets & Procurement Board, Business Continuity Process, Audit Follow Up, Communications and CO visibility Promotion and Annual Report, Global Staff Survey and CO retreat Follow Up, Compliance Review Panel, Programme Oversight and Compliance Monitoring, Learning Committee, Prevention from Sexual Harassment, Abuse of Authority & Gender Equality, Talent Management and Review Committee, Award and Recognition Committee, Strategic Positioning-planning, policy, and advisory Team.

On gender-responsive procurement to strengthen the procurement capacity of newly appointed officials of Government, gender mainstreaming became a paramount priority. 143 officials attended the orientation sessions held on different dates. Of this total number, 30 were female participants and 113 male participants. 40 Liberian owned businesses were trained in bid tendering process with 50% participation of female owned businesses. The Public Procurement and Concession Commission (PPCC trained 162 participants in bid tendering processes. Women constituted 26.5% (43 women) of those trained.

4.2 On Programmes

All programmes in UNDP Liberia have included gender results in their implementation.

On the Rule of Law, the UNDP/OHCHR Joint Programme titled “Strengthening the Rule of Law in Liberia: Justice and Security for the Liberian People” (2017-2019) is geared towards further strengthening Liberian justice and security institutions, as well as building capacities at the grass-root level to ensure proper access to justice for local communities, with attention to the needs of women and girls. Key result under this programme was the strengthening of gender responsiveness of justice, security, and legislative actors as well as improved access of women and girls’ access to justice and security.

Trainings for women and children protection sections and SGBV Crimes Prosecution Unit Enhanced Investigation and prosecution capacities. 60 SGBV Service Providers including WACPs, Nurses, Psychosocial Counsellors, County Attorneys and Victim Advocates benefitted from these trainings. Additional divisions for Criminal Court E were established and supported in Bong, Loaf and Nimbi Counties through legal aid services for victims of Sexual and Gender Based Violence (SGBV) 299 of these women and girls were also sensitized on their rights under the personal status laws of Liberia.

On Gender-responsiveness and Security Sector Reform, the Joint programme “Nothing for Us Without Us” is implemented by UN Women, UNDP, and International Migration Organization (IMO) at supporting the Government of Liberia’s efforts to promote gender equality in the security sector and improve the capacity of the national justice and security institutions to prevent and respond to all forms of violence against women. The Project aims at tackling more gender responsive justice and security issues through the implementation of gender-sensitive International and National policy and legal frameworks such as and by using a two-pronged approach that focuses on strengthening individual and institutional capacities of duty bearers and the security sector.

The regional Gender Based Information Management System (GBVIMS) role out training was funded by the **Government of Sweden** and was conducted in region one, comprising Grand Basa, Margibi and Montserrado counties and Region two including Bomu, Grand Cape Mount and Gbarpolu Counties.

A Gender and Security Sector Reform Compendium toolkit was developed through an extensive access to information on women, Peace and Security, the Implementation of United Nations Security Council Resolution. (UNSCR) 1325 for Liberian Security Sector Institutions (SSIs), serves as a reference tool for government of Liberia's security sector leadership, professionals, and staff as well as policymakers, legislators, gender practitioners, civil society, the academic community, legal and judicial officials, peace and security committees across the country, interested members of the public, and UN and other international partners.

A capacity assessment informing the formulation of a Capacity Building Plan was conducted as a first step to strengthen gender structures within national security institutions. The Assessment questionnaire was structured to capture analysis of gender, educational status and length of service in both Institutions and Gender Units. Also, key in the questionnaire was ascertaining staff's capacity on the concept of gender and gender mainstreaming, project management, monitoring, and evaluation (M&E), computer literacy, advocacy and on various national and international frameworks on Gender. These results show that more than half of the respondents (60.61%) of the 34 staff questioned, did not spend more than 2 years in each of the gender units within their institutions. The results clearly showed that there is a strong need for capacity building of staff of the Gender units on topics mentioned above.

The EU-UN Liberia Spotlight Initiative Programme is also a joint initiative on the elimination of SGBV by the Government of Liberia. The Partnership for this programme was forged in line with the UN Common Chapter, aimed at addressing all forms of violence against women and girls, and eliminating harmful practices, through a transformative and evidence-based approach, addressing unequal power relations between men and women and focusing on gender equality and women's empowerment. The agencies concerned are UN Women, UNFPA, UNDP, UNICEF and OHCHR. The programme approach is community-based and is supported by six strategic pillars: Legislative and Policy Framework; Institutional Capacity Strengthening; Prevention, Change of Norms and Behavior; Delivery of Quality, essential services; Management of Data to inform policies and programs focused on VAWG and Women's Movement and other CSOs strengthened to advocate for the eradication of VAWG and Femicide.

On gender-responsive conflict prevention and peacebuilding, UNDP with funding of PBSO supported the project "Strengthening Conflict Preventing through Establishing of Multi-Stakeholder Platforms and Improved Alternative Livelihoods for Concession Affected Communities". In reinforcing the capacity of MSP members in Conflict Management, Mediation Communication, in advocacy and Non-violence Action approach, Gender equality, the project adopted a gender-responsive approach in conflict prevention and mitigation to foster ownership, by engaging men and women of diverse backgrounds, ethnic groups and ages in concession management and in social cohesion efforts.

Persons with disabilities

With UNDP's support, the National Action Plan for inclusion of persons with Disabilities was developed and endorsed by the president on 3 December 2018. The Plan will be used over the next 5 years for the elaboration of the Convention on the Rights of Persons with Disabilities.¹⁸

To conclude, the new UNDP Country Programme Document (CPD) 2020-2024 was formulated under the premise that sustainable development in Liberia will remain elusive without advancing gender equality and

¹⁸ The National Action Plan of Persons living with Disabilities

women's empowerment in the context of achieving the 2030 agenda and in line with UNDP's Global Gender Strategy.

4.3 The Way forward

While these initiatives have shown some gender results, for these to be more successful and sustained, they require a systematic programmatic approach, which is a collective organizational responsibility. A gender footprint assessment conducted in 2022 on all annual reports prior to this strategy re-alignment indicated that efforts are still needed to address gender in most of UNDP's project areas, and furthermore that there is no clear strategy for that, and that some staff needs to know how to apply a gender mainstreaming perspective into their work. Proper mainstreaming in all the CO programmes and projects is one way of positively transforming gender relations besides making provision for women's specific interventions. Furthermore, there is much to be done in ensuring gender balance in recruitment in number and qualifications.

Female candidates are encouraged to apply in all positions in all procurement processes but most of the time they are not qualified. There is an urgent need to reverse this situation by examining the deep root causes for these disparities. (Statistics on education, employment, to be collected to allow a documented analysis of the situation, etc.

V - UNDP LIBERIA GENDER STRATEGY

UNDP Global Gender Equality Strategy 2022- 2025 which sets out an ambitious agenda to help countries embrace complexity and find new solutions, responding with flexibility and promoting learning instead of compliance or rigid responses to gender equality. At a pivotal moment for reimagining development, much depends on learning from the past to reframe strategies for our future. It is also in this vein that the UNDP Liberia CPD 2020-2024 intends to make Liberia women and men's concerns and experiences, an integral dimension in the design, implementation, monitoring and evaluation of all policies and programmes in the political, economic, and social spheres of life. Its programme design and implementation should enable equal participation of and benefits to women, youth, people living with disabilities, sexual minorities, and communities at increased risks of HIV infection and poor health.

The following seven interconnected building blocks will help UNDP scale up impact and achieve transformative results for gender equality. The Gender Equality Seal will continue to be the UNDP global initiative for operationalizing this strategy.

1. UNDP will invest in leaders skilled in opening spaces for self-reflection around the profound changes that gender equality requires. It will call on leaders to push beyond comfort zones to generate changes in thinking and behaviours while modelling power-sharing in practice. UNDP will develop world class leadership for gender equality, starting with a certificate for resident representatives and deputy resident representatives to complete a course to sharpen thinking on gender inequalities.
2. UNDP will build a gender architecture supporting country offices in moving away from mechanical approaches to gender equality and towards dismantling structural barriers. Achieving this goal will require integration, coordination, and gender expertise. ● A new network of gender specialists, including feminist groups of economists and experts on gender equality and nature, climate, and energy, will provide on-call support to country offices and UNDP teams.

3. Harvesting new knowledge, learning continuously and harnessing innovation will transform how UNDP thinks about and acts on gender equality. ● To deepen staff skills, particularly around achieving structural transformation, UNDP will create global learning labs to offer frontier knowledge, such as in behavioral science and social and individual change, and inclusive economies valuing unpaid care work. The labs will become knowledge platforms for country experiences connecting UNDP and its partners with the best external experts in each field.

4. UNDP looks for a culture where every person is respected and valued, and everyone is safe, feels included and has access to opportunities.

5. Achieving gender equality and women's empowerment will require adequate, sustained financing. UNDP will meet the standards of the United Nations System-wide Action Plan on Gender

Equality and the Empowerment of Women. The gender marker will remain the main tool to track budget and expenditures. During the period of the present strategy, UNDP will aim to progressively achieve having 70 percent of allocations to advancing gender equality and/or empowering women (gender marker attributes GEN-2 and GEN-3 combined).

7. UNDP will define key messages and 'branding' for the present strategy, and will identify allies, tools and targeted actions in support of our advocacy goals.

The UNDP Liberia Gender Strategy builds upon lessons learned through implementation of the previous initiatives but aligns to UNDP Global Gender Equality Strategy 2022-2025. In like manner, the recommendations of UNDP Liberia mid-term review conducted in May 2022, has also revealed the need for strengthening gender mainstreaming and the gender work in the CO.

5.1 Objectives of the Gender Strategy

The overall objective of UNDP Liberia's Gender Equality Strategy is to ensure that gender equality and equity and men and women's rights are well respected, their positions are improved, and that their active participation is ensured throughout UNDP's programmes and operations in Liberia, through a gender focused approach that will include strengthening of the CO's work on gender, improving coordination, data gathering, gender analysis and capacity development.

The specific objectives of the strategy are:

- Promote equality of opportunity and treatment between men and women in all sectors of UNDP CO work in Liberia.
- Increase the quality and efficiency of UNDP work on gender in Liberia.
- Establish structures and processes at the CO that will promote effective coordination and information sharing on gender.
- Pave the way for more strengthened gender strategic partnerships with Governmental bodies, UN agencies, Donors, Civil society Organizations academia and think tanks.

5.2 Outcomes and expected results

The gender strategy has the following (five) outcomes:

- 1 - Institutional arrangements in Liberia CO to strengthen gender accountability
- 2 - Reinforcement of all staff capacities in gender mainstreaming and accountability

- 3 - Implementation of Gender mainstreamed (GEWE) outputs and indicators under the new Outcomes
- 4 – Mainstreaming Gender Equality considerations in all institutional and organizational practices
- 5 – Development of sustainable strategic partnerships in implementing gender-responsive interventions in Liberia
- 6 – Establishment of Gender-sensitive Monitoring and Evaluation systems to track progress of gender results within the CO.

More specifically, it is expected that the end of the Strategy implementation:

- Imbalance in staffing will be redressed: there should be an increase of women in terms of representation and qualification by 20%
- Gender capacities will be reinforced
- Gender trainings to be consolidated
- Gender policies and tools to be disseminated
- Gender mainstreaming programmes and operations

VI – ROLLING OUT THE UNDP LIBERIA GENDER STRATEGY

6.1 Addressing GEWE in country programming

Mainstreaming is a process rather than a goal that consists of bringing what can be seen as marginal into the core business and main decision-making process of an organization. Gender mainstreaming therefore moves women’s issues from the margins of policies, initiatives, and programmes into the core business through assessing the implications for women and men of any planned action, policy, or programme at all levels, through all stages (from design to evaluation) and in all areas. The aim of gender mainstreaming is to transform unequal social and institutional structures and relations in order to make them more responsive to the physical as well as socially enforced differences between men and women and the challenges or opportunities that are open to them thereby. Gender mainstreaming therefore needs people (who are enlightened/empowered and committed), plans (i.e. documented commitments and strategies) and resources (to effectively translate commitment into action) as critical elements to ensure success.¹⁹

"Mainstreaming a gender perspective is the process of assessing the implications of any planned action, including legislation, policies or programs for women and men, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic, and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The goal of mainstreaming is to achieve gender equality.

Definition of United Nations Economic and Social Council (ECOSOC)

In developing GEWE specific interventions for the new CPD, the gender equality programme/project will consider the Liberia country context, the varying levels of county development as well women and girls’ conditions, sometimes within the same region and county. These are factors that require gender equality work to be responsive to rural and urban disparities, harmful cultural practices, entrenched patriarchal practices and influence of “modern world”. Women, whenever possible, will be provided with specific skills

¹⁹ UNESCO. (2003). *UNESCO Gender Mainstreaming Implementation Framework 2002 - 2007*

development to be able to manage the challenging situations they find themselves in, e.g. influencing, leadership, conflict resolution, mediation, and negotiation.

UNDP Liberia works with multiple partners to implement its projects and will deepen existing partnership to advance Long-term advocacy and policy goals and pursue new partnerships for gender equality. To strengthen coordination with the UN Nations System, the Country Office will support the integration of gender equality in all common country analyses and United Nations Sustainable Development Framework. It will pursue joint programmes to achieve gender equality gains with UN agencies including UNICEF, UNFPA OHCHR, IOM and UN Women. To expand links with civil society, it will highlight new partnerships with the Academia, Think Tanks, Feminists and Women's Organizations. The CO will systematically involve more women organizations and other rights groups advocating for the rights of people living with disabilities, those experiencing discrimination and those led by youth and for youth as well as feminist movements. Partnership will also be broadened to extend to those who can shift social norms and behavior to support gender equality, with emphasis on faith-based organizations and networks of women innovators and influencers. The private sector collaboration will also be expanded to promote women leadership and participation, develop inclusive workplaces, and ensure equal pay for equal work, through the Gender Equality Certification.

Strategic entry points

For programming/project development to be more gender responsive, these are some actions to be taken:

1. A full-time Gender Specialist dedicated to implement the strategy
2. Gender analysis should be undertaken in each sector as a first step in project design and implementation and in monitoring and evaluation. It brings out the gaps and opportunities from a gender perspective and indicates the kind of interventions that sectors should plan for in specific projects.
3. Gender mainstreaming tools collected and disseminated to all programmes and units via SharePoint (e.g. Gender Budget Marker²⁰, 8PA, CO checklist for mainstreaming gender in work planning etc.) by the end of 2025.
4. Interventions targeting structural changes in the economy; society and rebalancing power.
5. Stronger integrated approaches, including concrete cross-team initiatives and shared priorities.
6. Redefining & strengthening our relationship with CSOs & women's networks.
7. Focusing on transforming social norms, including masculinities, and stronger political positioning.
8. Emphasis on internal institutional transformation, initiated by leadership that opens spaces for self-reflection, learning, and change towards gender equality.
9. Genuine co-creation process, which builds internal and external co-ownership of gender equality priorities and partnerships for implementation.
10. 15% of each program and/or project goes towards at least one stand-alone gender equality component (output or activity); and
11. Investment in new data and thought leadership.
12. All project documents and work plans reviewed continuously from a gender perspective on an annual basis and follow-up provided by gender experts to ensure integration of specific gender equality and women's empowerment outputs and indicators into next phase planning.

²⁰ The UNDP Gender Budget Marker (adapted from similar tool by OECD/DAC) is an Atlas-based tool for accurately managing, monitoring and reporting on gender mainstreaming and women's empowerment through tracking investments and expenditures on gender. The tool rates all outputs for both development and management projects against a four-point scale that ranges from 0 (not expected to contribute noticeably to gender equality) to 3 (gender equality as a principal objective).

13. Improved qualitative and quantitative reporting on gender equality, including the use of sex-disaggregated and gender statistics across all programmes/project units and assessment of gender transformative impact/potential of outcomes.
14. Gender mainstreaming and accountability trainings or refresher courses conducted for all UNDP Liberia programme staff should continue.
15. Updated gender briefing kits presented to all new recruits and consultants on gender situation in Liberia.
16. Increased work by programmes and project managers with women's organizations or CSOs working on women's rights.
17. Specific gender initiatives rolled out, whenever possible, in the following areas in consultation and partnership with other CO programmes/units gender counterparts, partners such as advocacy initiatives in partnership with civil society and public institutions, ad-hoc support to CSOs local initiatives.
18. Capacities of national counterparts, partners, and stakeholders to address gender issues developed or strengthened throughout each project implementation through specific trainings to ensure that they can incorporate principles of gender equality and women's empowerment into their work and for gender norms transformation.

6.2 Mainstreaming GEWE in the CPD outcomes

In the 2020-2024 Country Programme Document (CPD), specific gender empowerment outputs and indicators are incorporated under the three outcomes. This is intended to ensure gender issues are meaningfully addressed and mainstreamed across the CPD. Central to the process of gender mainstreaming in all programmes, projects and policies are issues of capacity and skills development for gender analysis as well as availability of data, analysis and information about men, women, boys and girls in Liberia. This information is critical in guiding the design, implementation, monitoring and evaluation of the programmes and projects. Because programme staff often lack the capacity to conduct gender analysis, this information is unfortunately missing most of the time.

CPD OUTCOME 1 - Inclusive Governance: By 2024, people in Liberia especially the vulnerable and disadvantaged, benefit from strengthened institutions that are more effective, accountable, transparent, inclusive and gender responsive in the delivery of essential services at the national and sub-national levels.

This UNDP outcome is aligned to UNSDCF²¹ Outcome 4 and Pillar 4 of the PAPD – **Inclusive and decentralized governance and Signature Solution 2 of UNDP's Corporate Gender Strategy (2022-2025), which focused on women's equal participation in governance.** Outcome 1 reinforces the need for open and inclusive transparent governance from strengthened institutions delivering essential public services. It addresses the policy, legal, regulatory, and institutional constraints limiting Liberian citizens, especially women from a better quality of life through the inaccessibility of social services and on concentrated efforts to create more open and inclusive measures and improved governance capabilities for social services for women. For example, access to affordable and efficient healthcare services is as central to inclusive growth and social protection the same as access to livelihoods and food security for both women and men.

²¹ The New UN Sustainable Development Co-operation Framework (UNSDCF) for Liberia has been signed between the Minister of Finance and UN Resident Coordinator on 15 August 2019

Strategic entry points

To achieve the above, UNDP Liberia, under this outcome will:

- Promote women's political participation and civic engagement – as voters and candidates-, through knowledge generation, advocacy, and skill-building activities.
- Support women's access to digital technology and big data to expand women, especially those in the rural areas, access to public registration and identification cards that would improve their benefits from public services (credit, health care, citizenship).
- Draw on knowledge and expertise gained in other post-conflict and development settings (Ghana, Rwanda, Sierra Leone) to provide policy advice and capacity to the Government, Parliament, the NEC, and related stakeholders, to develop the regulatory frameworks for inclusive elections.
- Support the revision of the Electoral law in order to support an increase percentage of women in Parliament and Senate.
- Support measures to track women's leadership in decision making in the private and public sectors in public administration, including in Government, line ministries and decentralized government,
- Support women who may be unfairly discriminated against by public service providers, including poor women and marginalized ones, especially at county level.
- Work with local service providers to ensure the rights of women are protected and critical services are provided without stigma or discrimination at a reasonable cost.
- Support and address disproportionate burden of unpaid work by investing in water and sanitation, clean and affordable energy safe roads, gender-responsive spaces and services to reduce time spent on care activities.
- Strengthen local government capacity to plan and budget to improve access to social services for Liberia's women.
- Support citizen involvement to enhance public accountability for service delivery for women.
- Explore and build on women's role on combatting corruption, in conflict prevention and peace building.

CPD OUTCOME 2 – Peacebuilding and social cohesion: By 2024, Liberia consolidates, sustains peace, and enhances social cohesion, has strengthened formal and informal institutions capable of providing access to inclusive, effective, equitable justice and security services, capable of promoting and protecting the human rights of all.

This UNDP outcome is aligned to Pillar 3 of National Plan – Peace, justice, and social cohesion and to UNSDCF Outcome 3. It is also closely aligned to Signature Solution 2 of UNDP's corporate Gender Strategy (2022-2025) and intends to provide continued technical, financial and policy support on links between gender equality and protection, gender responsive justice, security sector reform, legal aid services, transitional justice, and constitutional reforms This outcome will strengthen the rule of law, access to and delivery of justice, particularly for women. This will consolidate peacebuilding and sustainable social cohesion at national and local levels.

The Gender Strategy pulls together and provides some guidelines or action lines necessary to achieve the indicators contained in the outcomes of the CPD logical framework, in order to move toward more gender equity in Liberia, considering internal and external aspects. Internal aspects are UNDP policies, planning

documents, human resources, in-house capacities in our offices and organizational culture and the External aspects are the programs and projects of the CO, and other actions with partners to promote gender equity.

Strategic entry points

UNDP's work Liberia will:

- Facilitate and improve women's access to formal and transitional justice across the 15 counties.
- Expand women's access to decentralized services intended to fight against Sexual and Gender Based violence.
- Enhance women's protection, legal aid facilities, legal redress for victims of SGBV.
- Supporting legal and policy reforms to close the gender gap and reinforce legal protection from workplace discrimination and rights violations.
- Contribute to the successful implementation of the EU-UN Spotlight initiative for Liberia.
- Support awareness-raising campaigns for n the prevention and response to SGBV. Another area of interventions are reaching the most marginalized and engaging men and boys to change behaviors
 - Increase women's participation and engagement in conflict prevention and mitigation as per UNSCR 1325 especially in concession areas. UNDP could encourage their engagement in designing and in operationalizing gender-sensitive early warning systems and preparedness in case of conflict.

UNDP OUTCOME 3: By 2024, Liberia has diversified, and inclusive economic growth underpinned by investments in sustainable and environmentally friendly agriculture, food security, job creation and improved resilience to climate change and natural disasters.

This outcome is aligned to UNSDCF Outcome 2 Pillar 2 of National Plan — Economy and jobs and Signature Solution 3 of UNDP Gender Strategy (2022-2025) which focuses on gender responsive disaster risk reduction and management, resilient economic recovery to advance gender equality, gender responsive management of natural resources, women leadership and full participation in peace and recovery. It is also aligned to Signature 4 of UNDP Gender Strategy (2022-2025) which emphasized putting gender equality at the heart of caring for people and the planet. It focuses on gender-responsive management of natural resources and implementing gender equality commitments in climate action plans.

Outcome 3 recognizes the need for more inclusive and sustainable growth and development opportunities. In the meantime, it aims to eradicate the barriers preventing rural poor women from improving their own welfare. UNDP Liberia has so far supported local economic development and sustainable livelihoods by empowering women to develop business opportunities. This was designed to promote the economic and social empowerment of women by providing training in business skills and providing information about micro-credit and saving opportunities.

Strategic entry points UNDP

Liberia will:

- Build on lessons learnt from previous programmes to strengthen women and youth 's livelihoods with a focus on skills, access to markets and credits particularly in rural counties characterized by poor infrastructure and limited economic and social development
- Seek to expand investment opportunities for women entrepreneurs and SMEs adversely impacted by the concession model.

- UNDP in partnership with relevant stakeholders will encourage the promotion of environmentally friendly and gender responsive adaptive planning and actions in dealing with natural disasters, climate change, environmental pollution, and degradation.
- UNDP will encourage the full participation of women in discussion and decision-making and knowledge-building initiatives on environmental issues in agriculture, mining fisheries and forestry sectors
- UNDP Liberia will support partners to ensure women's full participation in decision-making on sustainable management of natural resources (land, water, forests), use and protection of ecosystems and expand women's access to, control and ownership of land, property, and finance
- Support risk analysis from a gender perspective and involvement of women organizations in the formulation and implementation of disaster and risk management as well as reduction and recovery policies and programmes,
- Advocate for inclusive and sustainable solutions to achieve energy efficiency and universal modern energy access and gender-sensitive approaches to energy consumption
- Support national and local governments to implement stronger policies, systems, procedures, and partnerships with non-state actors to protect biodiversity and endangered species, ensuring women's participation in the process
- Continue supporting the Government to combine climate change adaptation and disaster risk reduction methodologies and push for a gender-inclusive framework into new policies, regulations, guidance, and programmes.
- Supporting reforms on gender responsive labor market policies intended to eliminate gender wage gaps, segregation, expand jobs opportunities, in the public and private sectors,

6.3 Addressing GEWE in Operations

UNDP Liberia Operations will address four priorities for advancing gender equality:

1. Gender parity in UNDP staffing including project teams²²
2. Gender-sensitive recruitment practices
3. Gender-sensitive procurement
4. Financial management for gender Equality.

6.3.1 Gender parity in UNDP Liberia staffing

In August 2017, the UN Secretary General promulgated the UN System-Wide strategy on Gender parity which commits UN System to reach parity at Senior leadership levels by 2021 and across the entire UN system by 2026; the objective is to transform the organizational culture and create a working environment that fully embraces equality, the culture of diversity, eliminates biases and discrimination and is fully inclusive of all personnel.

UNDP Liberia efforts are on-going to identify means and effective networks to circulate vacancies to allow more qualified women to apply, but women's applications are not so many and most of the time do not meet the requirements of the position.

²² UNDP Gender Parity Strategy, 2018 - 2021

UNDP, reference to global policy, has widely disseminated and brought awareness to staff on gender-sensitive recruitment policies, flexible working arrangements policies and other in support of their work life balance. A Taskforce is established working on revised PSEA policy to prevent all its personnel from Harassment, Sexual harassment, Discrimination and Abuse of Authority. A system and tools are put in place to deal with any prohibited conduct.

Strategic entry points

- Conduct a survey and document the issue of recruitment of females staff in UN Liberia at large and especially in UNDP, to get a clear picture of the situation, over a period, with concrete data,
- For the retention of female staff within UNDP, encourage them to engage in further trainings to upgrade their competencies and skills and to seize any available competitive opportunity,
- Organize “career open doors” days for the public to explain the focus areas of UNDP and the type of profiles required,
- Outreach in secondary schools and universities before graduation for orientation,
- Request each staff of UNDP to mentor, encourage and support one female student in any institution,
- UNDP to allocate annual budget for internship “bring young women at work” to inspire them and stimulate more appetite to UNDP,
- Use of popular media to reach out media (CSOs, Buddy-system, social media, radio, newspapers, e-mansion web site, training institutions, billboards, communities billboards etc.) to advertise internship and jobs at UNDP whereby female candidates are encouraged to apply,
- Lessons learnt, challenges from women in leadership could help educate others: organize intergenerational dialogues with women holding positions such as paramount chiefs, superintendents,
- Duplicate best practices that have worked elsewhere (to be documented),
- Encourage young women to engage more in sciences (engineering, medicine, geology, mining etc.) and in male-dominated courses to pick “unconventional” jobs when graduated,
- Encourage UNDP women to apply for scholarships and fellowship in academic institutions,
- Support MoGCSP in intensifying its initiative “a Girl at work” by increasing the number girls to be hosted per institution,
- Partner with the MoGCSP, UNICEF, UN Women to have more girls and women capacitated in leadership skills by setting a yearly target,
- Work with the Ministry of Education, Universities, etc.

A combination of these actions, part of an action plan endorsed by the UNDP Senior Management, with a designated person to follow-up internally, will certainly yield fruits. Progress will be monitored using the baseline and targets set at the beginning of the process during the survey.

6.3.2 Procurement in UNDP Liberia

UNDP Liberia will promote gender-sensitive procurement practices. Opportunities to support marginalized women, women entrepreneurs, or Liberia gender-responsive enterprises will be capitalized on. All decision-making bodies both for procurement and human resources established within the UNDP Liberia will ensure equal representation of women and men. The CO procurement Unit may find very useful entry points by

consulting the [United Nations Global Marketplace](#) (UNGM) users page and t UN Women is doing on gender responsive procurement and our best practices on UNGM's.

A manual produced by UN Women²³ provides corporations with a deeper understanding of the barriers and challenges preventing women-owned businesses from accessing and fully participating in local and global values chains. It also provides sensible, actionable steps that corporations can take with their strategic sourcing decisions to evaluate the diversity of their supplier base and to increase the share of women-owned businesses in their procurement processes.

6.3.3 Financial management for Gender Equality.

From a financial perspective, finance staff must be aware of gender marker assigned to each project. Programme managers should be able to determine the gender allocation for each of their activity, ensuring that for each amount allocated in their project increases and contributes to improve knowledge of the stakeholders on gender-related issues and women's empowerment in the focus area of intervention.

UNDP Liberia is committed to achieving gender equality through its human resource and management policies. UNDP Global has adopted several corporate policies to make UNDP Liberia an attractive and fair employer for qualified men and women. UNDP Liberia strives to establish an enabling working culture in which male and female colleagues can maximize the application of their competencies towards the organizational goals. However, an organizational change will only be possible if the root causes of disparities are addressed properly and in a consistent manner. It also involves measures to attract and retain qualified staff. The CO office Gender focal team will facilitate follow-up, monitoring and reporting, and communication and reach out.

Strategic entry points

- UNDP Liberia will continue to monitor and correct lack of balance in recruitment with respect to diversity.
- All staff will receive capacity development for advancing gender equality. Specific groups will be targeted for training and capacity building when necessary.
- The Performance Management & Development (PMD) will be utilized to ensure the accountability of all staff including senior management in delivering gender equality results in their individual goal plans.
- UNDP Liberia will promote gender-sensitive procurement practices. Opportunities to support marginalized women, women entrepreneurs or gender-responsive enterprises from Liberia will be capitalized on.
- All Committees both for procurement and human resources established within the UNDP Liberia will ensure equal representation of women and men.
- To the extent possible, all procurement and recruitment panels will ensure equal representation of women and men and have at least one female candidate in the short list.
- From a financial perspective, finance staff must be aware of gender marker assigned for each budget allocated in their respective project.
- Training budget line is allocated to improve knowledge on gender-related issues.

²³ The power of procurement: How to source from women-owned businesses".

6.4 Communication and knowledge management

UNDP Liberia communication staff will continue to promote gender equality through both quantitative means (by reporting men and women balance representation when relevant) and qualitative means, (by challenge stereotypes when picturing men and women), and in actions during public events, interactions, expression, and wording. Inspired by the UNDP Global Communication Toolkit, the communication unit will provide a balanced portrayal of men and women, not only in terms of quality, but also in quantity throughout internal and public engagement activities.

Strategic entry points

Making the best of **“Let’s Speak Gender: 10 Principles of Gender Responsive Communications for Development Toolkit”**, UNDP Liberia Communication and knowledge products will advocate for advancing gender equality by all means, in the following ways:

- Practical user-friendly guidelines on gender-sensitive language will be provided to and implemented by all staff.
- Messages, stories, results, and insights will be supported by strong sex-disaggregated data wherever available and relevant.
- Communication pieces should avoid depicting women and men exclusively in stereotypically traditional and disempowering ways.
- Storytelling while preserving the dignity of beneficiaries by protecting identities, when necessary, accurately representing stories of individuals and ensuring gender stereotypes are not being reinforced.
- Communication pieces will encourage the portrayal of women as leaders and active participants in their communities and highlighting stories where men and women are working together to improve their communities.
- Public events will be gender-aware, with balanced representation of men and women on panel discussions and event agendas.
- UNDP will utilize successful tools used in other parts of the world to promote and educate gender equality among the Liberian public.

VII - MONITORING AND EVALUATION

Integrating gender perspective in an M&E framework strategy is a process of regular collection and analysis of key data (indicators) to identify shifts or progress achieved from a gender perspective. It ensures that project outputs and outcomes promote equal benefits and opportunities for men and women and gender inequality is not reinforced nor sustained. Monitoring and evaluation (M&E) of development activities as per UNDP policy is useful for managers, government officials, and civil society to learn from experience, improve service delivery, plan, and allocate, and demonstrate results as part of gender accountability to key stakeholders.

7.1 Design, implementation, and measurement

UNDP tools and platforms reinforce evidence-based programming for improving parity, participation and representation of women and men. UNDP Liberia uses gender mainstreaming as one methodology for designing programs. This requires a specific lens to reveal gender inequalities while designing programs.

For all new programmes and projects, UNDP Liberia will apply its corporate gender assessment and quality assurance tools at the conceptualization stage to ensure that programmes and projects make robust contributions to gender equality results. Evaluation of programmes and projects of UNDP Liberia will make use of gender analysis framework and indicators to assess their gender-differentiated impacts and contribution to gender equality results.

Consultations with women and men impacted by UNDP projects will identify inequalities and provide gendered information. This information, along with gender-based differences in development perspectives, sex-disaggregated data, needs, concerns, roles and capacities will be identified and assessed.

UNDP programmes and projects will adhere to the principle of gender parity in participation and representation when designing and implementing projects. Equal opportunities will be provided to men and women to participate in and benefit equally. Socio-economic barriers preventing men or women from fully and equally participating, will be articulated and addressed as part of programme interventions. This effort may require policy-level interventions, additional in-depth analysis, tailored service delivery, or targeted capacity building on the part of the programmes and projects.

Ongoing discussions with development partners on the integration of gender equality perspectives in all sectoral and cross-sectoral initiatives will also be part of UNDP Liberia's strategy. It will facilitate and support consistent capacity development for UNDP practitioners, project personnel, as well as government partners, for effective gender mainstreaming.

Concrete actions for each ongoing initiative at the time of formulating this Gender Strategy have been identified and agreed upon, as detailed in Section XI - on Implementation action Plan. This implementation plan will be vigorously followed up by the Gender Focal Team under the guidance of the Deputy Resident Representatives both Programme and Operations, and with additional support from the Regional Gender Advisor based in the Africa Regional Centre. Following program implementation, rigorous monitoring and evaluation systems allow UNDP teams to maintain high quality and pinpoint areas for improvement. Future projects are then designed based on learnings for improved effectiveness.

UNDP's corporate tools and platforms for Results Based Management (RBM), Quality Assurance (QA), reporting, and accountability, systemically maintain standards for gender mainstreaming. These tools and platforms include:

- The Gender Marker
- Quality Assurance (QA)
- Results Oriented Annual Reporting (ROAR)
- Country Office Annual Work Plan
- Performance Management and Development (PMD)
- Social and Environment Standards (SES)
- Evaluation guidelines
- Project Approval guidelines
- Annual Work Plans

- The Gender Equality Seal as a certification programme and a learning platform for organizational change.

7.2 Importance of data

Sex-disaggregated data and gender statistics are critical for evidence-informed decisions and results-based programs that promote gender equality and women's empowerment. UNDP Liberia will prioritize collecting and analyzing sex-disaggregated data through nationally owned data sources, monitoring methods to track the implementation of SDG. Such data and analysis will set the baselines and targets and inform evidence-based policy advocacy approaches. UNDP Liberia will also prioritize efforts to strengthen national capacities to collect, analyze and apply sex-disaggregated data.

Strategic entry points

For that purpose,

1. In support of Gender Analysis, involve women in planning, decision making and execution of the project. Evaluation needs to consider the opinions of both men and women and should identify project impact on gender relationships and norms.
2. Terms of reference of Project Coordinators, consultants and others involved in project implementation will explicitly specify the need for any gender-related outcomes or outputs in Concept Notes, while project documents and work plans should include gender specific monitoring indicators in the design stage.
3. The CO will move on beyond tracking numbers of women and men beneficiaries or documenting activities that target women to provide a sound gender analysis of the project context and indicate the longer-term gendered impacts of related initiatives.
4. All CO M&E processes and monitoring plans will be able to track gender results by the end of 2020.
5. Terms of Reference for Project Coordinators, consultants and other participants involved in project monitoring and evaluation, will reflect the need of background in gender or competence in gender work as a criterion for selection.
6. Gender issues incorporated in standard monitoring and evaluation guidelines applied, so that gender dimensions of project implementation can be explicitly analyzed and addressed.
7. Gender stakeholders and experts will be included in project monitoring and evaluation activities and their participation noted in monitoring and evaluation reports.
8. Tools and a checklist for gender-sensitive monitoring will be prepared by programme and project staff as supported by gender specialists/consultants.
9. Gender good practices/lessons documented for purpose of duplication to maximize impact.
10. Gender equality evaluation to coincide with evaluation of the CPD.

Annual reviews and adjustments (if necessary) will be made to the Gender Strategy.

VIII - INSTITUTIONAL ARRANGEMENTS FOR THE IMPLEMENTATION OF THE STRATEGY

8.1 Implementation structure

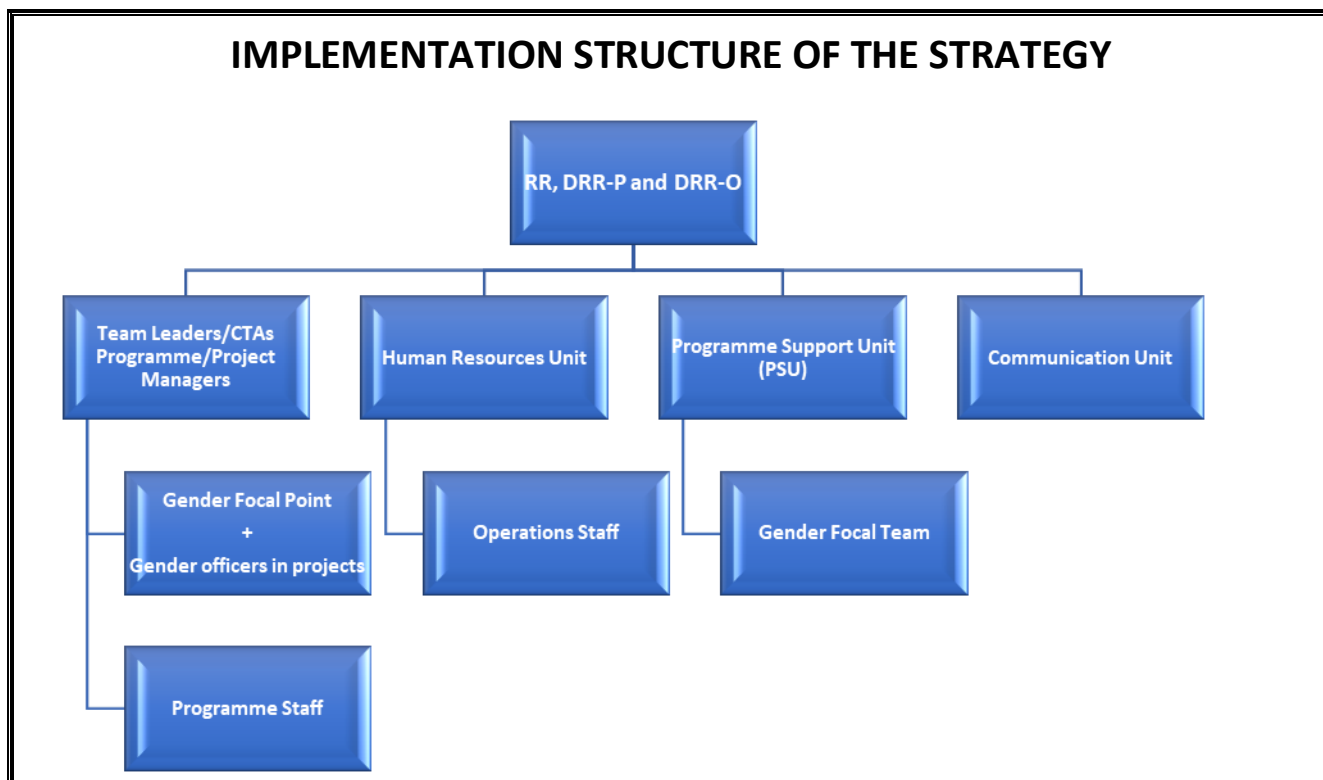
While acknowledging that gender equality should involve staff at all levels, a core of in-house technical competence for gender equality and gender mainstreaming is essential for effectively and efficiently

delivering results and impacts. Therefore, to ensure efficient and effective implementation of this strategy, institutional capacities of the CO will be strengthened. A full-time, qualified gender specialist will be designated 1st Quarter of 2020 to lead gender mainstreaming at the CO as well as the design and roll-out specific Gender Equality and Women Empowerment (GEWE) activities under the supervision of the Deputy Resident Representative/ Programmes. All the gender staff in various programmes will form a gender team, part of the Gender Focal Team (GFT), will also be responsible to deliver CO Office results on gender.

The designated Gender Specialist for the implementation of the strategy, will report directly to the DRR-P, works closely with other programme/project units to ensure dissemination of the CO Gender Strategy; coordinate, facilitate, share information, connect people together and provide support to others as they integrate gender into their responsibilities (e.g. taking part in evaluation and monitoring missions); Compile best practices and lessons learned in mainstreaming gender and disseminate as appropriate. He or She will also liaise with Gender advisors/specialists/officers in other agencies through the UN Gender Theme Group (UNGTG).

The other Gender programme officers will report their gender achievements to the Gender Specialist and support the design, roll-out, monitoring and reporting of all CPD outcome activities as well as mainstreaming of GEWE throughout UNDP’s programmes and operations at the national and local levels with other focal points in line ministries and institutions. They will also support gathering of data/information; contribute to the Gender reporting, monitoring project on sites and advise on administrative, finance and logistic matters.

Accountability for implementing this strategy rests with all CO staff at all levels with varying degrees of responsibility related to their work areas and within each CO programme/project unit. Performance reviews of this policy's implementation will be the responsibility of Senior Management and the DRR-P and should be done as part of the normal annual or bi-annual performance reviews.



1. The RR, DRR-P and DRR-O will ensure full use/implementation of Gender Strategy by all relevant departments/units/persons.
2. Team leaders, Programme/project managers, advisors/CTAs: ensure gender integration into projects, programmes, policies, and M&E processes in their units; ensure provision of Gender training to project counterparts; participate in relevant GEWE training; ensure gender balance in all trainings, delegation of travel from programmes/projects; procurement announcements advocate for gender equality and women's empowerment in their dialogue with national and international counterparts.
3. Human Resources Manager: ensure implementation and adherence to HR aspects of the GES relevant to the national context and that all staff take responsibility for gender parity in their terms of reference.
4. Programme Support Unit (PSU): with the support of gender officers, develop tools for monitoring the gender strategy, ensuring compliance to gender equality considerations outlined in the operational manuals in programming, contracting, reporting etc.; ensure that monitoring and evaluation indicators are gender specific; ensure impact on women and men is well elaborated in all reports.
5. Communications unit/officer: ensure that gender issues are adequately represented in the public information strategy of UNDP Country Office; support development of Gender Communication strategy and help disseminate same.
6. In addition, the establishment of a Gender Focal Team at the CO level with representation from each Programme/Project Unit, finance/operations will be headed by the DRR-P. Members of the GFT will be mentored and receive training on gender programming and monitoring, take responsibility for training colleagues, briefing consultants on gender work of their project and checking gender reporting in their units. The GFT will be responsible to the work that will lead to the GES certification. The GFT will also provide a forum for the CO to reflect upon key challenges facing women and girls in Liberia and collectively identify appropriate responses.

In 2018, UNDP Liberia revamped a Gender Focal Team, headed by Deputy Resident Representative/programme, with members from both Programming and Operations, demonstrating the Country Office's commitment that gender mainstreaming is not primarily a technical exercise in Programming, but it has fundamental implications for the office. According to its Terms of Reference, the membership for the Gender Focal team and work plans will be reviewed as needed annually. The TOR for the GFT is annexed.

UNDP Liberia will also take advantage of the gender expertise available in the UNDP Africa Regional Hub. In addition, deployment of local expertise and Liberia-specific experiences in the form of consultants will be considered, if needed.

UNDP requires that all staff should have basic understanding and adequate technical capacity in gender, as well as the commitment to work in a gender-sensitive manner. Therefore, gender capacity-building will be an on-going process, with regular updating of knowledge, skills and best practices, in order to keep pace with changing global and regional development contexts, the new ideas and discourses and needs of Liberian people.

UNDP Liberia will take a holistic and systematic approach to gender capacity development for the Country Office. Tailored capacity building initiatives including training workshops, knowledge sharing, and learning by creating opportunities will be organized and facilitated, and space for engagement with global, regional and national gender equality issues as well as new tools and platforms will be created and supported.

During the development of this CPD, UNDP Liberia, intends to engage in the Gender Equality Seal certification programme, in order align its business practices and management policies with the corporate gender equality and women’s empowerment standards.

Strategic entry points

1. Gender perspectives incorporated into existing action plans and gender action plans developed for some specific programmes.
2. Gender sensitization (including PSEA, SGBV and Sexual Harassment content), mainstreaming and accountability trainings conducted for all UNDP Liberia staff by 3rd quarter 2025. Training contents will be adapted to staff levels and responsibilities in the organization.
3. Gender responsive human resource practices towards achieving gender parity in staffing.
4. Develop work-life balance arrangements in CO, when needed.
5. A framework for including PSEA content in staff inductions, including all contractors, consultants, temporary staff, casual labor and contractual arrangements with non-UN entities and individuals developed and implemented in accordance with the Secretary General’s Bulletin on Special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13 Sec. 6.1)
6. UNDP gender communication Toolkit disseminated,
7. A Gender communication strategy developed for the CO to maximize internal understanding of the gender equality strategy and its implications to advance and expand programme work and build awareness of gender equality issues in Liberia.

8.2 Matrix of risks and mitigation measures

| | Likelihood (high, medium, low) | Severity of impact the mission me(high, low) | Monitoring and Mitigation Strategy |
|--|---|---|--|
| Insufficient support from Senior Management to conduct the assignment | Low | High | Use Gender Strategic advice to propose clear strategies and actions needed in respect of its accountability role |
| Lack of ownership of Gender corporate commitments from staff and national partners | Medium | High | Outreach the staff and ensure capacity building on gender equality as a corporate commitment |
| The CO staff is slow to engage in gender mainstreaming because of lack of interest or burden of other tasks | Medium | High | Engage the CO staff interest at the beginning of the mission and plan well the meetings to get its availability |
| Insufficient capacity of staff to plan program and report on gender issues | Medium | Medium | Engage in capacity building and increase the frequency and quality of exchanges at technical level. |

| | | | |
|--|--------|--------|---|
| Weak coordination on gender issues within the CO | Medium | Medium | GFP and GFT to ensure that the CO has a coherent approach for gender mainstreaming and dedicated expertise for that purpose |
| Insufficient budget allocation to implement the Strategy and induce significant and meaningful change at Country Office level | High | High | Advocate for additional resources for gender mainstreaming and implementation of the Gender Equality seal initiative |
| Little interest in and insufficient will of Liberia women and girls to embrace development work | Medium | Medium | Organize outreach campaigns, information on UN application process to attract female candidates |

IX – SUB-REGIONAL AND NATIONAL PARTNERSHIPS

As of 2020, the partnerships in place to support the gender equality work of UNDP Liberia will continue to expand for effectiveness, influence, and dialogue on issues beyond UNDP expertise and mandate. Partners include:

- **The Government of Liberia and related Ministries, Agencies and Commissions (MACs):** Office of the President, Ministry of Finance and Development planning, Justice, Internal affairs, Gender, Children and Social Protection, Youth and Sports, Justice, Internal Affairs, Mines and Energy, Agriculture, Liberia Lands Authority, Environmental Protection Agency, the National Commission on Disabilities.
- **Civil Society Organizations (CSOs) and Women organizations:** these include national and international NGOs, activists’ women’s coalitions, including young women at community, county, national and regional levels such as Association of Female Lawyers in Liberia, Institute for Research and Democratic Development, just to name a few.
- **Engagement with youth groups:** Through partnership with youth organizations such as NAYMOTE, Youth Crime Watch of Liberia (YCWL); Messengers of Peace (MOP), Youth Network for Reform Liberia (YONER-Liberia), Accountability Lab (ALAB), UNDP will strengthen the voices and actions of young women and men on gender-related issues.
- **Engagement with groups with specific needs**
Through partnership with organizations of people with specific needs such as: National Union of Organizations of the Disabled – NUO (CSO umbrella organization on disabilities)
- **Private sector**
UNDP Liberia will look for opportunities to advance gender equality through SDGs, social finance and access to banking, especially in the Energy and Environment and concessions areas
- **Academic and research Institutions**

UNDP works in connection with research institutes, and specialized institutions to support the production of research and policy papers on gender related issues in Liberia.

- **Philanthropy Foundation and Think-Tanks**

Through all its interactions with the private sector and foundations, UNDP looks for opportunities to encourage the private sector and foundations to harness its resources to improve the lives of populations in general, especially the ones of women and girls. With the RM strategy, commitment, there will be an expansion of gender work with current and emerging partnerships.

- **Inter-Agency collaboration**

Signature Solution 6 will be delivered in partnership with relevant sister agencies, recognizing the role played by agencies such as UN-Women and ILO in establishing norms and standards. The United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children’s Fund (UNICEF), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) — are committed to working better together for stronger coherence and collaboration on gender issues. UNDP Liberia will continue communication and cooperation with those agencies. UNDP Liberia will also seek the guidance of UN Women when available and relevant to ensure agencies are operating effectively as ‘One UN’. To achieve this, UNDP Liberia gender staff will present gender equality-related activities and opportunities for collaboration at the United Nations Country Team (UNCT), UN Gender Theme Group, etc.

- **Other bi or multi-lateral Development partners**

Our international partners play a fundamental role in advancing gender equality and women’s empowerment in UNDP Liberia work: this is particularly experienced in the Governance, Energy and Environment, Rule of Law and security reform sectors. With the development of new programmes, UNDP Liberia foresees a better future with current and new partnerships.

Strategic entry points

1. Strengthened inter-agency collaboration and coordination on gender work in Liberia through participation in the UNCT Gender Theme Group, the GBV-working group and other relevant gender groups.
2. Gender considerations integrated into UNSDCF identified national priorities.
3. Support the development of a joint action plan for gender mainstreaming and women’s empowerment at the UNCT.
4. Support whenever possible the development of joint GEWE programmes at the country level.
5. Support the preparation/review/update of a Country Gender Profile for Liberia to adequately cover the gender dimension of all aspects of human development in the country especially in areas of human security, SGBV, democratic governance and rule of law, inclusive growth and Energy and environment.
6. Exchange on gender issues with partners in countries listed in the new CPD (Ghana, Botswana, Sierra Leone, and Kenya) for South-South Cooperation.

X – FINANCIAL RESOURCES

Dedicated resources must be availed to achieve the stated objectives of gender equality and the empowerment of women under this strategy. According to the UNDP Global Gender Strategy (2018-2021), *‘Commitment to capacity building, empowerment of women and gender equality need to be demonstrated through an annual earmarking.’*

The UNDP Global Gender Equality Strategy notes that as a core institutional priority, the 'allocation of enough core and non-core administrative and operational resources in order to achieve the practical components of the strategy is critical. On its part, UNDP Liberia has tried to demonstrate this commitment by allocating at least 15 % of its total budget to Gender Equality through gender-specific interventions and dedicating resources for a Surge gender Capacity, including achievements to staff training to increase expertise in gender mainstreaming within the CO. For example, in 2017, for a total CO Programme budget of 26,113,493 USD, gender-related programmes represented: 12,776,641 USD, 48% (with G1 and G2 Markers) 8,781,285 USD and G3 Marker projects represent: 3,995,356 USD, meaning 15,3 %. This allocation should go in the increase.

Strategic entry points

In keeping with these examples, UNDP Liberia will:

- Keep increasing its resources to GEWE for the next 4 years to support gender mainstreaming as well as specific GEWE initiatives. At the same time rigorous resource mobilization efforts for the gender programme will be enhanced.
- All other programmes/project units will be encouraged to earmark specific percentage of resources to gender work including cost-sharing for specific gender support where necessary.
- Necessary tools for tracking resource allocation to gender will be disseminated to guide the various units.

XI – IMPLEMENTATION PLAN OF THE STRATEGY (2020-2025)

| OUTCOMES | BENCHMARKS | REQUIRED ACTIONS | 2020 | 2021 | 2022 | 2023 | 2024 | BUDGET | RESPONSIBLES |
|--|---------------------------------|---|-------------|-------------|-------------|-------------|-------------|--------|-----------------------------|
| 1 - Institutional arrangements in Liberia CO to strengthen gender accountability are in place | CO Gender expertise in place | Finalize the TORs of the designated Gender Focal Point, Gender Specialist, in charge of the overall coordination for the implementation and monitoring of the CO Gender Equality Strategy | Q1 | | | | | 0 | DRR/P |
| | | Prepare and submit a budgeted workplan for the SM for approval | Q1 annually | Q1 annually | Q1 annually | Q1 annually | Q1 annually | 0 | GFP GO |
| | | Consolidate the Gender team, composed of CO gender officers for work in synergy, efficiency, and complementarity | Q1 | | | | | 0 | GFP GO |
| | A Gender Focal Team operational | Review the composition, TORs and appoint new members of the GFT | Q1 | | | | | 0 | RR DRR/P DRR/O GFP |

| | | | | | | | | | |
|--|--|---|------------|------------|------------|------------|------------|--------------------------|------------|
| | | Design and implement the CO GFT action plan | Q2 | Continuous | Continuous | Continuous | Continuous | 0 | GFP GFT |
| | | Evaluate the actions of the GFT | Q4 | Q4 | Q4 | Q4 | Q4 | 0 | PSU |
| | Gender-sensitive/ gender responsive Project Documents and work plans developed and approved | Develop and get approval of Gender – sensitive PRODOCs for the new CPD | Q1, Q2 | Q1, Q2 | Q1, Q2 | Q1, Q2 | Q1, Q2 | 0 | |
| | | Gender-sensitive work plans developed and approved | Q1, Q2 | Q1, Q2 | Q1, Q2 | Q1, Q2 | Q1, Q2 | 0 | |
| | | Roll out of specific GEWE activities in projects | Yearly | Yearly | Yearly | Yearly | Yearly | 0 (included in projects) | GFP PM DRR |
| | Gender best practices found at national, regional and global levels documented, shared and implemented | Conduct some research and exchanges on gender issues with partner countries identified in the CPD: Ghana, Kenya, Botswana, Rwanda, etc. | Continuous | Continuous | Continuous | Continuous | Continuous | 10,000 | GO |
| | | | | | | | | | |

| | | | | | | | | | |
|---|---|---|-------------|-------------|-------------|-------------|-------------|---|--------------------------------|
| 2 - The capacities of all staff in gender mainstreaming and accountability are developed | Gender mainstreaming and accountability trainings for all UNDP Liberia programme and operations staff conducted | Follow up and monitoring all mandatory gender trainings done by all staff | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | HR TM GFT GO officers |
| | | Develop, circulate, and collate pretraining questionnaires | Once a year | Once a year | Once a year | Once a year | Once a year | 0 | GS |
| | | Develop training modules and agenda | Once a year | Once a year | Once a year | Once a year | Once a year | 0 | GS GO |

| | | | | | | | | | |
|--|---|--|------------|------------|------------|------------|------------|--------|--------------|
| | | Plan and conduct trainings for programme and operations staff | Q2, Q4 | Q2, Q4 | Q2, Q4 | Q2, Q4 | Q2, Q4 | 10,000 | GS GO |
| | | Present and disseminate all gender corporate policies | Q2, Q4 | Q2, Q4 | Q2, Q4 | Q2, Q4 | Q2, Q4 | | HR GFT |
| | | Ensure coverage by communication unit of the Unit | Continuous | Continuous | Continuous | Continuous | Continuous | | CU |
| | | | | | | | | | |
| 3 - Gender mainstreamed (GEWE) outputs and indicators under | All project documents and work plans reviewed from a gender | Review of all PRODOCS and work plans and recommendations implemented | Q1 | Q1 | Q1 | Q1 | Q1 | 0 | GFP GO TL |

| | | | | | | | | | |
|--|--|--|----|----|----|----|----|---|-----------------|
| Outcomes 1, 2, and 3 of the new CPD are achieved | perspective | Meet with programmes/project s managers to review comments and ensure incorporation of gender outputs and indicators to meet CPD targets | Q1 | Q1 | Q1 | Q1 | Q1 | 0 | PM |
| | All projects undertake and include a gender situation analysis | Meet with programmes/project heads to discuss, support the integration of gender situation analysis and conduct follow-up | Q1 | Q1 | Q1 | Q1 | Q1 | 0 | PM GFP GO |

| | | | | | | | | | |
|--|--|--|----|--------|--------|--------|--------|----------------------|-----------------|
| | Gender-sensitive/ gender responsive Project Documents and work plans developed, approved and sustained | Develop and get approval of Gender – sensitive PRODOCs for the new CPD | Q1 | Q1 | Q1 | Q1 | Q1 | 0 | PM GFP GO |
| | | Develop and seek approval of Gender sensitive work plans | Q1 | Q1 | Q1 | Q1 | Q1 | 0 | PM GFP GO |
| | | Roll out of specific GEWE activities in projects | Q1 | Yearly | Yearly | Yearly | Yearly | Included in projects | GFP PM GO |

| | | | | | | | | | |
|--|--|---|------------|------------|------------|------------|------------|-------|------------------|
| | Consolidate the application of the Gender Marker system in all project and programmes | Conduct a refresher course on the Gender Marker and systematically ensure its incorporation in all projects prior to approval | Yearly | Yearly | Yearly | Yearly | Yearly | 5,000 | GFP GO |
| | Put in place innovative qualitative and quantitative reporting mechanisms on gender equality | With PSU, monitor and track gender results for through field visits and desk reviews, and report them adequately | Quarterly | Quarterly | Quarterly | Quarterly | Quarterly | 5,000 | GO GFT PSU |
| | | | | | | | | | |
| 4 - Gender Equality considerations are mainstreamed in CO all institutional | Information sessions conducted for all UNDP Liberia staff on gender and corporate | Develop, circulate, and collate pretraining questionnaires | Q1, Q4 | Q1, Q4 | Q1, Q4 | Q1, Q4 | Q1, Q4 | 0 | GFP GO |
| | | Develop training modules and agenda | Q1, Q4 | Q1, Q4 | Q1, Q4 | Q1, Q4 | Q1, Q4 | 0 | GFP GO |
| and organizational practices | policies and strategies | Plan and conduct trainings for Programmes, Operations, and support staff. | Q1, Q4 | Q1, Q4 | Q1, Q4 | Q1, Q4 | Q1, Q4 | 5,000 | GFP GO |
| | | Ensure coverage by communication unit | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | CU |

| | | | | | | | | | |
|--|---|--|------------|------------|------------|------------|------------|---|-------------------------------|
| | Gender Briefing kit updated | Provide relevant information to enrich the document | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | HR GS GO |
| | | Share and resent the Gender Briefing kit in all induction sessions | Q1 | Q1 | Q1 | Q1 | Q1 | 0 | HR GS GO |
| | Implement the Gender Parity Strategy 20182021 | Present and share the Policy | Q1, Q4 | Q1, Q4 | Q1, Q4 | Q1, Q4 | Q1, Q4 | 0 | DRR/O GFT |
| | | Monitor its implementation and organize reach out to attract and retain qualified female staff | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFT GFP GO |
| | Monitor and support the work of the PSEA Task Force | Support the organization of periodic information sessions | Q1, Q3 | Q1, Q3 | Q1, Q3 | Q1, Q3 | Q1, Q3 | 0 | GFP GO GFP |
| | Put in place an Innovate system leading to the promotion of a woman in a specialized area in the CO | Work both different committees in the CO | Yearly | Yearly | Yearly | Yearly | Yearly | 0 | SM HR Welfare committee |

| | | | | | | | | | | |
|--|---|--|------------|------------|------------|------------|------------|------------|------------------|-----------------|
| | Put in place a mechanism to promote a man who has shown commitment in the promotion of Gender in the CO | Set up a series of criteria for identifying this outstanding colleague | Yearly | Yearly | Yearly | Yearly | Yearly | 0 | SM GFT RH | |
| | A Gender communication strategy developed for the CO based on UNDP corporate tools | Develop gender communication strategy | Q2 | | | | | | 0 | CU GFP GO |
| | | Disseminate and apply the CO gender communication strategy | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | CU |
| | | Review implementation of gender communication strategy | Q4 | Q4 | Q4 | Q4 | Q4 | Q4 | 0 | CU GFP GO |
| | Gender Good practices/lessons documented | Collate information from all projects/programme reports | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | CU GFP GO |
| Contribute and participate in all advocacies events in favor of GEWE and communicate around them | Work with UNGT to identify advocacy events to support in partnership with the MoGCSP | Yearly | Yearly | Yearly | Yearly | Yearly | Yearly | 20,000 | GFP GFT CU | |

| | | | | | | | | | | |
|--|--|--|----|--|--|--|--|--|---|-----------------------------|
| | The CO applies for the Gender Seal Certification | Undertake all the preliminary work for application with RBA and HQ | Q4 | | | | | | 0 | GFT under guidance of DRR/P |
|--|--|--|----|--|--|--|--|--|---|-----------------------------|

| | | | | | | | | | | |
|--|--|---|------------|------------|------------|------------|------------|------------|--------|-----------------|
| | | Undertake specific activities for the GES | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 50,000 | |
| | | | | | | | | | | |
| 5 - Strategic partnerships in implementing gender responsive interventions in Liberia are developed and sustained | Strengthened inter-agency collaboration and coordination on gender work in Liberia | Participate in UNGTG, and in other technical working groups | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | SM GFP GO |
| | | Contribute in gender mainstreaming efforts of UNCT documents | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO |
| | | Contribute to the implementation of the UN SWAP for GEWE of Liberia | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO |
| | Institutional and technical support to the Ministry of Gender Child | Support the MoGCSP when required and whenever possible for | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 25,000 | GFP GO |

| | | | | | | | | | |
|--|---|--|------------|------------|------------|------------|------------|---|-----------------------|
| | Gender considerations integrated into UNSDCF identified national priorities | Review of UNSDCF priorities and recommendations for gender considerations | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO TL PM |
| | Joint action plans for gender mainstreaming and women's empowerment | Develop template for joint plans and invite inputs from all agencies through the GTG | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO TL PM |
| | | Collate and harmonize inputs | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO |

| | | | | | | | | | |
|--|--|---|------------|------------|------------|------------|------------|----------------|-----------------------|
| | at the UNCT developed | with UNGTG and other gender Joint committees | | | | | | | TL PM |
| | | Review implementation of joint plans through field visits | Continuous | Continuous | Continuous | Continuous | Continuous | 5,000 | GFP GO TL PM |
| | Number of joint GEWE programmes developed at country level | Identify potential opportunities for joint GEWE programmes | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO TL PM |
| | | Support development and implementation of joint GEWE projects | | | | | | Donors related | GFP GO TL PM |

| | | | | | | | | | | |
|--------------------------------------|--|---|---|------------------|------------------|------------------|------------------|------------|-----------------------|-------------------------|
| | Participate in all advocacy events in favor of GEWE with partners and communicate around them | Support the MoGCSP to celebrate Gender advocacy days | Yearly | Yearly | Yearly | Yearly | Yearly | 20,000 | GFP GFT CU | |
| | | Engage with other agencies to develop national gender documents | Continuous | Continuous | Continuous | Continuous | Continuous | 10,000 | GFP GO GFT | |
| | | Review and disseminate joint gender documents produced | When appropriate | When appropriate | When appropriate | When appropriate | When appropriate | 5,000 | GFP GO TL PM | |
| | | | | | | | | | | |
| 6 | - | Gender issues incorporated in standard monitoring and evaluation guidelines | Review all CO M&E guidelines and provide inputs | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO PSU GFT |
| of gender results are applied | A Monitoring plan of the implementation of the Gender Strategy is available for implementation | Draft the GEWE monitoring and evaluation Plan, including targets, indicators as per the CPD | Q1 | | | | | | | PSU GFP PM GO |
| | | Monitor the conduct of the activities and gender results obtained | Quarterly | Quarterly | Quarterly | Quarterly | Quarterly | | | PSU GFP PM GFT |

| | | | | | | | | | | |
|--|--|---|------------|------------|------------|------------|------------|------------|-------|-------------------------------|
| | Gender stakeholders and experts included in project monitoring and evaluation activities | Ensure that gender experts are included in project monitoring and evaluation activities | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 5,000 | GFP PSU GFT |
| | Torso for all persons with M&E responsibility require gender background | Review all M&E Torso and reports and provide inputs | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO PSU |
| | Tools and a checklist for gender sensitive monitoring. | Prepare/obtain gender sensitive M&E tools | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO PSU |
| | | Disseminate tools | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GS GO PSU |
| | CO Allocation for the promotion of Gender | Collate information from all projects/programme reports | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | PSU Finance GFPGS GO |
| | equality and women empowerment tracked, known and increased | | | | | | | | | |
| | | The allocation is known and included in all relevant reports | Continuous | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO PSU |

| | | | | | | | | | | |
|--------------------------------------|--|---|------------|------------|------------|------------|------------|-------------------------------|---|----|
| | Review of UNDP Liberia Gender Strategy | Updates on progress with implementation | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP PSU | GO |
| | | Revise and update Gender Strategy | Continuous | Continuous | Continuous | Continuous | Continuous | 0 | GFP GO PSU GFT | |
| | Gender equality evaluation of the CO & CPD | TBD | | | | | | 20,000 | External evaluation | |
| ESTIMATED TOTAL BUDGET IN USD | | | | | | | | 195,000 for 5 years | Excluding the primary cost of the Gender expertise in CO | |

To ensure results, the PSU in collaboration with the Gender Focal team will take the lead in reviewing the Gender strategy with the whole CO on a quarterly basis. Actions will be tracked and updated to ensure it remains a live and useful GEWE and motivating tool for the CO. At mid-term review of the CPD and one year before the end of the CPD, the implementation of the Gender strategy will be evaluated for adjustments or to reflect actions for the coming cycle.

GLOSSARY OF GENDER TERMS

Sex

Identifies the biological differences between men and women, such as women can give birth, and men provide sperm. Sex roles are universal.

Gender

“Refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. Gender determines what is expected, allowed, and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group, and age.”²⁴

Gender Mainstreaming

“Mainstreaming a gender perspective is the process of assessing the implication for women and men of any planned action, including legislation, policies, or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.”²⁵

Gender-based Violence

“Gender-based violence is a form of discrimination that seriously inhibits women’s ability to enjoy rights and freedoms on a basis of equality with men...Gender-based violence, which impairs or nullifies the enjoyment by women of human rights and fundamental freedoms under general international law or under human rights conventions, is discrimination within the meaning of Article 1 of (CEDAW).”^{26,27} “...any act of violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.”³¹ “...any harmful act that is perpetrated against a person’s will and that is based on socially associated differences between males and females. As such violence is based on socially ascribed differences. Gender-based violence includes but it is not limited to sexual violence. While women and girls of all ages make up the majority of the victims, men and boys are also both direct and indirect victims. It is clear that the effects of such violence are both physical and psychological and have long term detrimental consequences for both the survivors and their communities.”³²

Gender Parity

“...equal numbers of men and women at all levels of the organization. It must include significant participation of both men and women, particularly at senior levels. Gender parity is one of several integrated mechanisms for improving organizational effectiveness.”³³

Gender Roles

Gender roles are learned behaviors in a given society/community, or other special group, that condition which activities, tasks and responsibilities are perceived as male and female. Gender roles are affected by age, class, race, ethnicity, religion and by the geographical, economic, and political environment. Changes in gender roles often occur in response to changing economic, natural, or political circumstances, including development efforts.

Both men and women play multiple roles in society. The gender roles of women can be identified as reproductive, productive and community managing roles, while men are categorized as either productive or community politics.

²⁴ OSAGI, 2001, ‘Gender Mainstreaming: Strategy for Promoting Gender Equality Document’.

²⁵ ECOSOC, 1997, “Report of the Economic and Social Council for 1997,” A/52/3, chapter IV, “Special Session on Gender Mainstreaming”.

²⁶ Committee on the Elimination of All Forms of Discrimination against Women, 1992, General Recommendation 19 [www.un.org/womenwatch/daw/cedaw/recommendations/recomm.htm]. ³¹ DEVAW, Article 1.

²⁷ ECOSOC Humanitarian Affairs Segment, Addressing Gender-based violence in Humanitarian Emergencies, “Gender-based violence and the role of the UN and its Member States” (2006). [www.un.org/docs/ecosoc/meetings/2006/docs/Presentation%20Mr.%20Michel.pdf]. ³³ UNDP Gender Parity Report 2007.

Men can focus on a productive role and play their multiple roles sequentially. Women, in contrast to men, must play their roles simultaneously, and balance competing claims on time for each of them.

- **Productive roles:** Refer to the activities carried out by men and women to produce goods and services either for sale, exchange, or to meet the subsistence needs of the family. For example, in agriculture, productive activities include plating, animal husbandry and gardening that refers to farmers themselves, or for other people at employees.
- **Reproductive roles:** Refer to the activities needed to ensure the reproduction of society's labor force. This includes child bearing, rearing, and care for family members such as children, elderly and workers. These tasks are done mostly by women.
- **Community managing role:** Activities undertaken primarily by women at the community level, as an extension of their reproductive role, to ensure the provision and maintenance of scarce resources of collective consumption such as water, health care and education. This is voluntary unpaid work undertaken in 'free' time. ○ **Community politics role:** Activities undertaken primarily by men at the community level, organizing at the formal political level, often within the framework of national politics. This work is usually undertaken by men and may be paid directly or result in increased power and status. Triple role/ multiple burden: These terms refer to the fact that women tend to work longer and more fragmented days than men as they are usually involved in three different gender roles —reproductive, productive and community work.

Gender Mainstreaming

Gender mainstreaming is the process of ensuring that women and men have equal access and control over resources, development benefits and decision-making, at all stages of the development process and UNDP projects, programmes and policy.

Gender Blind

Gender blindness is the failure to recognize that gender is an essential determinant of social outcomes impacting on projects and policies. A gender-blind approach assumes gender is not an influencing factor in UNDP projects, programmes, or policies.

Gender Awareness

Gender awareness is an understanding that there are socially determined differences between women & men based on learned behavior, which affect their ability to access and control resources. This awareness needs to be applied through gender analysis into projects, programmes, and policies.

Gender Sensitivity

Gender sensitivity encompasses the ability to acknowledge and highlight existing gender differences, issues and inequalities and incorporate these into strategies and actions.

Gender Equality

"Refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration—recognizing the diversity of different groups of women and men. Gender equality is not a 'women's issue' but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development."²⁸ 2 It is the result of the absence of discrimination based on a person's sex in opportunities and the allocation of resources or benefits or in access to services

Gender Equity

Gender equity entails the provision of fairness and justice in the distribution of benefits and responsibilities between women and men. The concept recognizes that women and men have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalances between the sexes.

²⁸ OSAGI, 2001, 'Gender Mainstreaming: Strategy for Promoting Gender Equality Document'.

Gender Analysis

Gender Analysis is the methodology for collecting and processing information about gender. It provides disaggregated data by sex, and an understanding of the social construction of gender roles, how labor is divided and valued. Gender Analysis is the process of analyzing information to ensure development benefits and resources are effectively and equitably targeted to both women and men, and to successfully anticipate and avoid any negative impacts development may have on women or on gender relations. Gender analysis is conducted through a variety of tools and frameworks, including those listed below.

Gender needs

Leading on from the fact that women and men have differing roles based on their gender, they will also have differing gender needs. These needs can be classified as either strategic or practical needs.

Practical Gender Needs (PGN): Practical gender needs are the needs women identify in their socially accepted roles in society. PGNs do not challenge, although they arise out of, gender divisions of labor and women's subordinate position in society. PGNs are a response to immediate and perceived necessity, identified within a specific context. They are practical in nature and often concern inadequacies in living conditions such as water provision, health care and employment.

Strategic Gender Needs (SGN): Strategic gender needs are the needs women identify because of their subordinate position in society. They vary according to contexts, related to gender divisions of labor, power and control, and may include issues such as legal rights, domestic violence, equal wages and women's control over their bodies. Meeting SGNs assists women to achieve greater equality and change existing roles, thereby challenging women's subordinate position. They are more long term and less visible than practical gender needs.

Gender Planning

Gender Planning refers to the process of planning developmental programmes and projects that are gender sensitive and which consider the impact of different gender roles and gender needs of women and men in the target community or sector. It involves the selection of appropriate approaches to address not only women and men's practical needs, but which also identifies entry points for challenging unequal relations (i.e. strategic needs) and to enhance the gender responsiveness of policy dialogue.

Sex disaggregated data

For a gender analysis, all data should be separated by sex to allow differential impacts on men and women to be measured. Data collection can be refined if we introduce the age dimension. This becomes Sex and Age Disaggregated Data (SADD).

Access and control over resources

Access and Control: Productive, reproductive and community roles require the use of resources. In general, women and men have different levels of both access (the opportunity to make use of something) to the resources needed for their work, and control (the ability to define its use and impose that definition on others) over those resources.

Resources: Resources can be economic: such as land or equipment; political: such as representation, leadership and legal structures; social: such as childcare, family planning, education; and time — a critical but often scarce resource.

Women's Empowerment

"Women's empowerment has five components: Women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally."²⁹ "The concept of empowerment is related to gender equality but distinct from it. The core of empowerment lies in the ability of a woman to control her own destiny. This implies that to be empowered women must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), but they must also have the agency to use those rights, capabilities, resources, and opportunities to make strategic choices and decisions (such as are provided through leadership opportunities and participation in political institutions. And to exercise agency, women must live without the fear of coercion and violence."³⁰

²⁹ UN Secretariat, Inter-agency Task Force on the Implementation of the International Conference on Population and Development's Programme of Action, "Guidelines on Women's Empowerment". [www.un.org/popin/unfpa/taskforce/guide/iatfwemp.gdl.html].

³⁰ UN Millennium Project 2005, "Taking action: achieving gender equality and empowering women".

Women's Rights

“The human rights of women and of the girl child are an inalienable, integral, and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social, and cultural life, at the national, regional, and international levels, and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community.”³¹ “As defined in Article 1, ‘discrimination against women’ shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.”³²

³¹ World Conference on Human Rights, 1993, Vienna Declaration and Programme of Action, A/CONF.157/23, paragraph 17.

³² CEDAW.