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UNITED NATIONS  
ECONOMIC AND SOCIAL COUNCIL

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ECONOMIC COMMISSION FOR AFRICA

ECA/ACGD/MR/LIB/2004

**REPORT OF MISSION  
To  
LIBERIA**

**20 June -3 July 2004**

**Prepared by  
Hilda Tadia  
Regional Advisor, ACGD**

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JULY 2004

**MISSION REPORT**  
**20 June – 3 July, 2004**

The Ministry of Gender and Development of the Government of Liberia requested for technical advisory services from ECA to support the development of a Gender Action Plan for Liberia. In response to this request, a mission was undertaken from 20 June – July 3, 2004.

**Development of the Gender Action Plan:**

In May 2004, a National Conference was organized for Liberian Women to identify and agree on the critical gender and development issues that have to be addressed. After the Conference on Peace, Political and Social – Economic recovery a declaration was issued which emphasised the key areas of concern of recovery in Liberia. In particular, the declaration highlighted the need for:

- Peace and Security,
- Capacity building of civil society organizations,
- Women's empowerment,
- Strengthening institutional framework for gender machineries,
- Promotion of health of women, children and the family,
- Ensuring economic and sustainable livelihoods, and
- Enhancing women's participation in political decision-making processes

In preparation for the development of the Gender Action Plan, a meeting was held with the UNDP Country Director (a.i) and the Minister of Gender. It was agreed that developing the national action plan would be important to integrate the issues highlighted in the conference. It would also be necessary to contextualise the Action Plan within the Results-Focused Transition Framework (RFTF) as this will be the main instrument for resource mobilization for the National Transitional Government of Liberia. The RFTF has highlighted gender, as a cross-cutting issue in the ten clusters, namely:

Security; Disarmament, Demobilisation, Reconstruction and Reintegration; Refugees, Returnees and Internally Displaced People; Governance, Democratic development and rule of law; Elections; Basic services; Restoration of Productive Capacity and Livelihoods; Infrastructure; Economic Policy and Development Strategy; and Coordinated Implementation of Transition Framework.

In order to ensure that the Action Plan benefited from input from a wider category of people a small technical working group was convened to draft the Action Plan:

A second and wider working group ( of approximately 50 women and men) was convened to review and validate the Action Plan. The regional advisory facilitated all the working groups and finalized the Gender Action Plans. (See attached)

The technical working group identified short and long-term activities. Quarterly implementation plans will be developed by the Minister with the technical staff in the ministry based on the guidelines provided by the technical working group. For the immediate, the Advisor proposed a three months implementation plan.

The Ministry staff will finalise the implementation plan up to October 2005.

July 1, 2004

Ms. Vabah K. Gayflor  
Minister  
Ministry of Gender and Development

Dear Vabah,

It was a pleasure working with you and your staff at the Ministry and your partners in the Gender and Development work. Your personal participation in all the work exercise is evidence of your commitment to women's empowerment and eliminating gender disparities.

Attached are copies of the documents that we have been working on, namely:

- The Gender Action Plan, and
- The Quarterly Implementation Plan for July – September, with the relevant monitoring indicators.

I hope that the First Quarterly Plan will give guidelines for developing the next Quarterly Implementation Plan.

As we discussed, the UN-ECA will be happy to provide further technical support especially for:

- a) Finalization of the Quarterly Implementation Plans as well as Monitoring Implementation of the same
- b) Facilitating the process for drafting a national gender policy, and
- c) Enhancing technical capacity of the Gender Forum for gender mainstreaming in development sectors and programmes.

The aim of this capacity building would be ensure that the revived Gender Forum is equipped with adequate skills in gender mainstreaming, and as such, can provide a pool of national expertise to support, and advise on your work in the Ministry.

The month of November will be appropriate for the next technical advisory mission. We could also use the opportunity to organize the first training workshop of the National Gender Forum.

Firstly, I would also like to express my appreciation to all the UN Agencies that provided support for, and actively participated in the technical work group, which developed the Action Plan and Monitoring Indicators.

I hope that these documents will provide a basis for a Consultative Meeting with the UN and donor agencies to discuss collaboration and map out a way forward for implementation of the Action Plan.

On behalf of ECA/ACGD, I sincerely wish you the best during these challenging times.

Yours sincerely,

Hilda M. Tadia  
Cc:UNDP

QUARTERLY IMPLEMENTATION ACTION PLAN (JULY-SEPTEMBER 2004)

Cluster /Sector	Results area	Activities	July	August	September	Monitoring Indicators/Immediate Results
4	Institutional Framework	<p>a) Strengthening lead gender machinery (Ministry of Gender and Development).</p> <ul style="list-style-type: none"> <li>• Assessment of technical capacity needs.</li> <li>• Recruitment of staff</li> <li>• Requisition of materials/equipment.</li> <li>• Training of staff and Gender Focus Points.</li> <li>• Mobilize resources through government and donors.</li> <li>• Organize network meetings with International NGOs.</li> <li>• Organize meeting to revive the Gender Forum.</li> </ul>				<p>Monitoring Indicators/Immediate Results</p> <ul style="list-style-type: none"> <li>• TOR's and Consultant recruited for assessment.</li> <li>• Technical Report profiling:</li> <li>a) Mandate of Ministry and Technical capacity needs of Gender Ministry staff and Gender Focus Points.</li> <li>b) Infrastructural needs of Ministry e.g: logistics, equipment, etc.</li> <li>• TOR's developed</li> <li>• Advancement for recruitment.</li> <li>• Short list and interviews completed</li> <li>• Requisition Forms completed and submitted.</li> <li>• 50% of requisition and equipments in place.</li> <li>• Training Consultant identified</li> <li>• Trainers identified</li> <li>• Training schedule developed and training materials developed</li> <li>• TOR's for training Consultant developed</li> <li>• 30% of resources for the Ministry mobilized</li> <li>• Three (3) meetings held with donors (at least one (1) meeting a month with a report of discussions and agreements.</li> <li>• At least 2 project proposal document developed</li> <li>i) Assessment of Ministry Capacity.</li> <li>ii) Training component.</li> <li>iii) Profile of NGOs</li> <li>• List of relevant NGOs/ Partners</li> <li>• At least 1 meeting every month with a report of discussions and agreements (3 meetings in 3 months).</li> <li>• Develop or update TOR's for Forum/Update</li> <li>• List of relevant organizations/people individuals who comprise the gender Forum</li> <li>• At least one (1) meeting of Gender Forum and one (1)</li> </ul>

	<ul style="list-style-type: none"> <li>Establishment of Children's Unit</li> </ul>		<ul style="list-style-type: none"> <li>report</li> <li>TOR's for establishment of Children's Unit in MGD</li> <li>Assessment Report of capacities and needs of unit</li> <li>Work Plan developed for implementation of program.</li> <li>Plan of Action (with UNICEF)</li> <li>At least two(2) coordination meeting between Ministry and UNICEF</li> </ul>
	<ul style="list-style-type: none"> <li>b) Strengthen NGO Secretariat.</li> <li>Assessment of needs for NGO Secretariat.</li> </ul>		<ul style="list-style-type: none"> <li>TOR's for Consultant.</li> <li>Technical report of assessment of capacity needs profiling technical skills and staffing, infrastructure needs, profile of local women's NGO</li> <li>At least one (1) report of a meeting held to disseminate the needs assessment report with profile</li> <li>75% of the NGO's profile in the assessment report invited 50% of the invited organizations attend the meeting.</li> <li>Project proposal developed and submitted to donors by the Board for resource mobilization.</li> <li>One (1) report on meeting with donors on discussions and agreements on resource mobilization.</li> <li>TOR's for all identified positions.</li> <li>Advertise for recruitment, short list, and interviews conducted.</li> <li>50% of required materials and equipment based on assessment purchased or accessed.</li> </ul>
2,3-4	<ul style="list-style-type: none"> <li>Peace and Security</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of community structures to identify level needs for supporting integration.</li> <li>Strengthen monitoring capacity of MGD to monitor DDRR Process.</li> </ul>	<ul style="list-style-type: none"> <li>TOR's for community assessment (Ministry to access reports of the assessment of all agencies)</li> <li>Community assessment report.</li> <li>Monitoring tool for DDRR developed</li> <li>At least two (2) monitoring reports on DD and one (1) on RR</li> </ul>

		<ul style="list-style-type: none"> <li>• Develop gender disaggregated data base in order to profile girls and women ex-combatants.</li> </ul>				<ul style="list-style-type: none"> <li>• Date base established</li> <li>• List of organizations involved in DDRR for women</li> <li>• Tracking sheet on gender disaggregated data (UNMIL)</li> <li>• At least one (1) report or profile of female ex-combatants (above 18 years.)</li> </ul>
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SHORT TERM STRATEGIC ACTION PLAN 2004-2005

Cluster /Sector	Strategic areas	Key Results Area	Activities	Time Frame	Key Monitoring indicators (immediate results)	Partners
#2,3 & 4	1) Peace and Security	<p><b>a) Success of D.D.</b></p> <ul style="list-style-type: none"> <li>Disarmed and demobilized women and children combatants in safe conditions;</li> <li>Inclusion of all women and children combatants in DD Program</li> <li>Substance and drug abuse Child welfare protection Unit strengthened.</li> <li>DD Process expedited to covers all regions in the country.</li> </ul> <p><b>b) Success of RR</b></p> <ul style="list-style-type: none"> <li>Engendered mechanisms and process of R.R</li> <li>Community participation in R.R. processes</li> <li>Capacity building of community structure</li> <li>Re-introduction and reaffirmation of social ethics and values in community with Human Rights</li> <li>Gender responsive security sector reform</li> <li>Improved conditions for women and children under detention</li> <li>TRC established</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening women and youth Organization's for advocacy for inclusion and safe conditions of demobilized women and children                             <ul style="list-style-type: none"> <li>✓ Strengthening the monitoring capacity of Ministry of Gender and Development and Women's Organizations for monitoring DDRR Process</li> <li>✓ Develop gender-disaggregated database in order to profile girls and women ex-combatants.</li> </ul> </li> <li>Organize workshops on the inherent dangers of drugs and substance abuse</li> </ul>	<p>ST</p> <p>ST</p> <p>ST</p> <p>LT</p>		
			<ul style="list-style-type: none"> <li>Mobilize for construction of housing units and establishment of counseling centers for demobilized women and girls.                             <ul style="list-style-type: none"> <li>✓ Assessment of community structures to identify community level needs for supporting reintegration; and peace building activities in schools;</li> </ul> </li> <li>Curriculum Review and revision to introduce ethics and civil values.</li> <li>Civic education for schools and communities, in conformity with Human Rights.</li> <li>Advocate for greater inclusion and retention of women in security forces.</li> <li>Monitor the prevention and responses to SGBV</li> <li>Sensitizing rape victims to speak out</li> <li>Introduce Gender Training in the security forces training programme;</li> <li>Advocate for separate detention facilities for women and children.</li> <li>Establish institutions for drug rehabilitation and counseling centers.</li> <li>Reinforce and monitor implementation of Resolution 13.25.</li> <li>Monitor integration of women and children's needs in donor</li> </ul>	<p>ST</p> <p>ST</p> <p>LT</p> <p>LT</p> <p>LT</p> <p>ST/LT</p> <p>ST/LT</p> <p>LT</p> <p>ST/LT</p> <p>LT</p> <p>ST</p> <p>ST</p> <p>ST</p>		

#3 & 4	2) Capacity building of civil society	Capacity of Women's organization strengthened, with adequate logistical support and resource allocation. <ul style="list-style-type: none"> <li>• Institutional capacity;</li> <li>• Leadership and managerial skills and capacity;</li> <li>• Technical and programmatic skills.</li> <li>• Returned of Refugees and IDPs into the communities</li> </ul>	<ul style="list-style-type: none"> <li>• funded projects.</li> <li>• Advocate for and monitor conditions of women and children under detention.</li> <li>• Advocate for the establishment of the TRC</li> <li>• Facilitate the transfer of skills to the communities by returnees.</li> <li>• Baseline study of women's NGO's and identification of NGO's needs.</li> <li>• Follow-up with UN and donors for resource mobilization for strengthening institutions.</li> <li>• Training in resource mobilization;</li> <li>• Organizational development;</li> <li>• Leadership and managerial skills.</li> <li>• Technical programmes development skills.</li> <li>• Initiate and support establishment of a women's FM Station.</li> <li>• Review of policies discriminating against pregnant girls in the school system.</li> </ul>	ST ST ST/ALT ST/ALT ST/ALT ST/ALT ST/ALT LT		
#6:2	3) Women's Empowerment	a) Increased enrollment and literacy of girls and women	<ul style="list-style-type: none"> <li>• Review and advice on existing Laws and Policies and their impact on girls and women, especially discriminatory practices against pregnant girls.</li> <li>• Mobilize resources for supporting recruitment and retention of girls and women into education system.</li> <li>• Sensitization in support of the Government of Liberia Back to School Campaign (street children over 2 years, adolescent mothers and to Adult Literacy and civil rights education.</li> <li>• Sensitization and education against Gender-Based-Violence and Sexual exploitation within the school system.</li> <li>• Identify more male counterparts and partners</li> <li>• Facilitate exchange programs for women's NGOs</li> <li>• Advocacy for and establishment of accelerated learning programmes for girls and women.</li> </ul>	ST/ALT ST/ALT LT ST/ALT LT ST		
# 4		b) Promotion and protection of women's and children's Human and Legal Rights.	<ul style="list-style-type: none"> <li>• Initiate, facilitate and monitor the process of ratification of the optional protocol of CEDAW.</li> <li>• Initiate activities for the implementation of CEDAW.</li> <li>• Initiate and follow-up /monitor activities for implementation of CRC.</li> <li>• Package into user-friendly manner and disseminate the Inheritance Law.</li> <li>• Review and harmonization of existing Laws as they affect women and children; and advocate for laws against child trafficking</li> </ul>	LT ST/ALT ST/ALT LT		



# 4	4) Institutional Framework	<p>Strengthening of Lead Gender Machineries</p> <p>a) A Ministry that is fully operational</p> <p>Ministry equipped with: # adequate staff with requisite skills in gender mainstreaming skills, (technical advisory skills, coordination skills, motivating and evaluation skills, research skills, policy analysis and formulation skills, IEC and ICT skills)</p> <ul style="list-style-type: none"> <li>- Logistical and materials equipment</li> <li>- Policy instruments</li> <li>- Adequate resource allocation</li> <li>- Effective partnerships</li> <li>- Effective coordination</li> <li>- Effective monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Gender training for Law Enforcement Officers, the Judiciary and Legal practices.</li> <li>• Human and Legal Rights education for schools and communities</li> <li>✓ Assessment of technical capacity needs.</li> <li>✓ Recruitment of staff</li> <li>✓ Training of staff and gender focal points</li> <li>✓ Requisition of materials/equipment</li> <li>• Formulate and disseminate national gender policy and National Action Plan.</li> <li>✓ Mobilize resources through government and donors for support</li> <li>• Support gender mainstreaming training and sensitization programmes for NGOs.</li> <li>✓ Organize networking meetings with INGOs.</li> <li>✓ Establishment of Children's Unit.</li> <li>• Revive the Gender Forum including recruitment of Gender County Coordinator.</li> <li>• Organize technical workshops for NGOs.</li> <li>• Coordinate, monitor and evaluate gender programmes in sectors and NGOs.</li> <li>• Networking with Information and Planning Ministries to carry out research and disseminate information on women and gender issues.</li> <li>• Identify and rehabilitate homes for elderly and disadvantaged</li> <li>• Establish relationship with RIMCO to make sure gender is mainstream in all the clusters</li> </ul>	<p>ST/ALT ST/ALT</p>
# 384	b) Strengthening of lead gender machineries. NGOs Secretariat	<p>Strengthening of lead gender machineries. NGOs Secretariat</p> <ul style="list-style-type: none"> <li>• Adequate Technical Staff with requisite skills in advocacy, networking, monitoring and evaluation, programme development and training.</li> <li>• Adequate logistical support and equipment</li> <li>• Effective networking with all</li> </ul>	<ul style="list-style-type: none"> <li>✓ Assessment of needs for the Secretariat</li> <li>✓ Recruitment of staff</li> <li>• Training of staff</li> <li>• Mobilization of resources</li> <li>• Organize training for member organizations and other NGOs.</li> <li>✓ Organize network meeting with local NGOs</li> <li>✓ Requisition of logistical materials equipment</li> <li>• Monitoring/evaluation of member organization activities.</li> <li>• Develop monitoring and evaluation framework for Secretariat and for member organizations.</li> </ul>	<p>ST/ALT ST/ALT ST ST ST/ALT ST/ALT ST ST LT ST/ALT ST/ALT LT LT ST</p>

	<ul style="list-style-type: none"> <li>• member NGOs and Partners</li> <li>• Effective leadership and management</li> </ul>		
# 4	<p>5) Regional Framework</p> <ul style="list-style-type: none"> <li>• Strengthening linkages, networking and coordination with Sub-regional institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in Sub-regional and Regional Meetings and activities</li> <li>• Implement Sub-regional and Regional Mandates</li> <li>• Mobilize local and international resource to support participation and implementation.</li> </ul>	<p>ST/LT ST/LT ST/LT</p>
#6.1 • 6.2	<p>6) Promotion of health of women, children and family</p> <ul style="list-style-type: none"> <li>• Improved women's Reproductive health</li> <li>• Improved childcare, nutrition and health.</li> <li>• Strengthened capacity of NGOs to create awareness and deal with other issues related to HIV/AIDS.</li> <li>• Local structures and communities able to prevent and deal with Sexual-Gender-Based-Violence</li> <li>• Systems established to deal with war related psycho-social needs of women and children</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate workshops for women and girls Reproductive health initiate</li> <li>• Facilitate and support workshops in health education with special emphasis on childcare/nutrition.</li> <li>• Initiate training workshops for TBAs in safe maternal health care.</li> <li>• Sensitization on the harmful/non harmful traditional practices i.e. FGM and HTP and negative effects on women and children.</li> <li>• Advocate for technical and financial assistance for people living with HIV/AIDS.</li> <li>• Mobilize resources to support women's reproductive health care.</li> <li>• Conduct workshops for NGOs on HIV/AIDS</li> <li>• Collaborate with NACP to draw attention to genderness of HIV/AIDS.</li> <li>• Community level sensitization workshops on SGBV.</li> <li>• Provide medical services with trained personnel for rape and SGB services.</li> <li>• Train women's NGOs and CBOs in counseling services (family life, trauma, etc.)</li> </ul>	<p>ST/LT ST/LT ST/LT ST ST/LT ST ST/LT ST ST ST/LT ST/LT ST/LT</p>
7.1 & 7.2	<p>7) Economic and sustainable livelihoods</p> <ul style="list-style-type: none"> <li>• Empowerment of women and increased access to resources in various sectors:</li> <li>• Agriculture</li> <li>• Improved technologies</li> <li>• Access to land</li> <li>• Small and medium business</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate the process for establishment of a micro-credit programme for women and child headed H.H.</li> <li>• Provide training for micro-credit guaranteees.</li> <li>• Mobilize women to form and manage cooperatives.</li> <li>• Negotiate for land accessibility for women with traditional leaders.</li> <li>• Organize study tours for women in the area of agriculture and business.</li> </ul>	<p>ST/LT LT LT LT LT</p>

			<ul style="list-style-type: none"> <li>Organize Gender Training Workshops for agricultural Extension Workers.</li> <li>Organize training workshops for women farmers in techniques of fish and poultry farming and fish processing.</li> <li>Training for women in small and medium business skills</li> <li>Training workshops in food preservation.</li> <li>Set up women Advisory Centers for traditional Arts and Handicraft.</li> </ul>	<p>LT</p> <p>LT</p> <p>LT</p>		
#5	8) Enhancing women's political and civil participation and decision-making	<ul style="list-style-type: none"> <li>Large number of women active in Party Politics/Substantial increase in number of women in decision-making, leadership and managerial positions</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate NGO Sensitization workshops for women to become actively involved in policies decision-making party Members.</li> <li>Facilitate organization of leadership training workshops for potential women candidates by NGOs support NGOs to organize gender awareness workshops for Political Party and civil society leaders.</li> <li>Establishing programmes for women in leadership. Facilitate NGO training workshops for women voters' education.</li> <li>Facilitate and monitor implementation of UN Resolution 13.25.</li> <li>Encourage, motivate and promote women's participation in the political arena.</li> <li>MGD should collaborate with NEC and establish a gender focal point.</li> </ul>	<p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p>		

✓ A QUARTERLY IMPLEMENTATION PLAN AND INDICATORS HAVE ALREADY BEEN DEVELOPED FOR THESE ACTIVITIES.

- SHORT TERM JUNE – DECEMBER 2005 (ST)
- LONG TERM BEYOND 2005 (LT)



ECONOMIC COMMISSION FOR AFRICA  
COMMISSION ECONOMIQUE POUR L'AFRIQUE

INTEROFFICE MEMORANDUM — MEMORANDUM INTERIEUR

To: Mr. Robert Okello, Director  
A: OPC

Date: 8 July 2004  
/sh

Through: Josephine Ouedraogo, Director  
S/C De: African Center for Gender and Development (ACGD)

Ref.: ACGD/04/04/0328

From: Hilda M. Tadria, Regional Advisor  
De: ACGD

Subject: **Mission Report to Liberia – 20 June – 3 July 2004**  
Objet:

Please find attached herewith my mission report undertaken in Liberia from 20 June – 3 July 2004