



Country programme workplan in Liberia
April 2018

Total budget requested

US\$ 800,000

Beneficiaries to be reached with this contribution

2,945 (2,055 total females consolidated, 890 total males consolidated) direct beneficiaries and 11,000 (8,250 women and 2,750 men) indirect beneficiaries are expected to be reached with this new contribution

7,963 direct beneficiaries (exactly 7,003 females / 960 males) and over 31,000 indirect beneficiaries (29,305 females / 1,695 males) have been reached since the start of the programme in Liberia.

Duration of project:

1 July 2018 – 30 September 2019

1. Background Information

Liberia suffered two devastating civil wars from 1989–1996 and 1999–2003. The wars left the country nearly destroyed with minimal infrastructure and thousands of dead. Liberia has a Human Development Report ranking of 174 out of 187 and a Gender Inequality Index rank of 143 out of 147. Despite the progress of Liberia's economy since the end of its second civil war in 2003, it remains one of the poorest countries in the world today with high levels of poverty and deprivation, exacerbated by economic crises and increasing food prices. Liberian rural women continue to serve as key agents for achieving the transformational, economic, environmental and social changes required for sustainable development, and this in line with the current government's proposed pro-poor agenda, the Liberia's Agenda for Transformation 2012 – 2019, the United Nations Development Assistance Framework 2013 – 2019, and the Sustainable Development Goals (SDGs).

Liberia has made significant progress in advancing national legislation and public policies to promote gender equality and women's rights in agriculture. The country's agricultural policies and programmes are consistent with regional and international instruments that promote gender in agriculture. However, structural constraints to enforcing legislation, building the relevant knowledge and skills to mainstream



gender into development priorities and programmes, and developing effective extension services and education contribute to the persistence of gender inequality and inequity in the sector.

In addition, limited national gender disaggregated evidence in agriculture contributes to an enormous gap in baseline data against which policies and programmes can be monitored for progress and change. Financial services to reduce poverty for rural women are predominantly based on microfinance, but the percentage of rural women who access this source is uncertain, as such facilities are not readily available to rural women in certain cases. Women and men usually possess different types of knowledge in food production value chains due to segregation of labour, leading to a knowledge gap that needs to be addressed.

In view of the above, programmes aiming at empowering rural women should be comprehensive and offer: opportunities for capacity development, social protection measures not limited to food for work or school feeding, and inclusive, innovative financial services. Thus, rural women would be enabled to participate in agricultural community processes, governance and management, claim their rights, and hold government accountable. Legislation, policies and programmes, including budgetary allocations, should also actively promote gender equality and women's rights in agriculture.

The Joint Programme on Accelerating Progress toward the Economic Empowerment of Rural Women (JP RWEE) has been buttressing ongoing national efforts to assist the current government on the implementation of its pro-poor agenda. The current government is keen on developing the agriculture sector, thus, JP RWEE strategic partnerships with key line ministries and agencies is strengthening this sector and contributing to rural women economic and social empowerment.

JP RWEE initial engagements with the past government laid the framework for establishing a platform for advocacy and the promotion of the economic empowerment of women and girls in rural areas in post Ebola Liberia. JP RWEE promoted the implementation of Liberia's National Gender Policy and the National Food Security and Nutrition Strategy during the past government, and has remained committed to ensuring that support continues through building synergies with other joint programmes (e.g. JP SGBV, JP Human Security, JP on Land, JP on Rule of Law, etc.) as part of its contributions to the implementation of Liberia's pro-poor agenda and in support of the implementation of Liberia Agenda for Transformation which has been extended for one more year.

The four results areas of the JP RWEE (food security and nutrition, access to income, leadership development, and more gender-responsive policy environments) were critical to the past government and remained the same for the new leadership; therefore, with the proposed workplan, JP RWEE at country level will aim at strengthening ongoing efforts by building synergies with other similar programmes (e.g. FAO led Human Security Phase II) and utilizing existing contributions for achieving its transformative agenda for the economic empowerment of rural women and girls. This includes a comprehensive sustainability plan to foster national capacities of relevant institutions and local communities to take ownership of JP RWEE interventions beyond its lifespan.

Since the start of the programme, the JP RWEE Liberia Country Programme has engaged a total of 7,963 direct beneficiaries (exactly 7,003 females / 960 males) and over 31,000 household members that are indirect beneficiaries (29,305 females / 1,695 males) across 6 of Liberia's 15 counties in over 40 target communities, ensuring a joint delivery of layered, integrated interventions:



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- Social norm change – engaging men and boys and community leaders and building the capacity of grassroots women’s leaders and organisations to challenge and change attitudes and behavior towards women, their value, roles and responsibilities;
- Agricultural development – women’s access to land, credit, agricultural inputs and services;
- Literacy and numeracy trainings for women and adolescent girls, especially the most vulnerable in the most neglected communities;
- Business development and management skills for women in agriculture and women entrepreneurs; and
- Access to credit for women through further expansion of the Village Savings and Loan (V/SLA) approach/methodology including social safety nets / social protection for the most vulnerable populations involved in petty trade and small-scale agriculture activities.

The following key results have been achieved, contributing to key JPRWEE global outcome and output indicators:

Outcome 1: Rural women have improved food and nutrition security

Output 1.1: Rural women have increased access to and control over resources, assets and services critical for their food and nutrition security

- Rural women from a range of different farming groups (approx. 75 women per group) increased their production of rice by 45% and cassava by 70%. With value-addition, rural women products are currently being sold at local mini-marts and stores in rural Liberia; and
- Family members from rural women-headed households are consuming highly nutritional produce like pumpkins, potatoes, eddoes, eggplants, tomatoes and other locally produced crops. In addition, these women headed households are actively engaged in practicing nutrition-sensitive agriculture and have continued to share knowledge on the best practices and importance of nutrition-sensitive agriculture with other women and men at the community and district levels;

Outcome 1: Rural women have improved food and nutrition security

Output 1.2: Rural women have greater capacity to enhance and control local food security reserves

- There is an increased availability of a safe space for food storage where rural women from 5 new grain reserves have been accessing post-harvest machineries for value-addition and where they have been linked for access to markets for income-generation. Additionally, there is a presence of WASH facilities for better hygiene in all grain reserve communities.

Outcome 2: Rural women have increased income to secure their livelihoods

Output 2.1 Rural women have enhanced entrepreneurship skills and value chains to access markets for their products

- Rural women and cross border traders are better organizing and managing their respective investments for increased income and improved livelihood. They have access to financial services through over 225 functional Savings and Loan Associations across 6 of Liberia’s 15 counties; and



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- Rural women in community grain reserves are involved in marketing, packaging and labeling of their locally produced crop. These women are correctly labelling and packaging their processed products for sale at local markets.

Outcome 2: Rural women have increased income to secure their livelihoods

Output 2.2: Rural women have increased access to decent wage employment opportunities

- Rural women, especially in concession areas have gained formal employment with private sector companies investing in palm plantations and extraction. 90% of women formally employed with private sector work as record keepers, security guards and field inspectors.

Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes

Output 3.1 Rural women, including young women have enhanced confidence and leadership skills to participate in local governance

- Rural women leaders now have increased voice and agency, and this is evidenced by the fact that on June 26, 2017 at the PA Rib House in Monrovia, 5 key national leaders of the Liberia National Rural Women Structure actively contributed to providing inputs during the validation of Liberia's National Gender Policy, specifically on the youth section of the policy with regards to empowerment and participation. In addition, 10 national and county leaders of the structure also participated in the 'Gbarnga Constitutional Review Committee Delegates Conference' which was held in Bong County from March 31, 2015 – April 1, 2015. As a result, a Women's Minimum Agenda in support of the Constitutional Reform Process was adopted with 5 key issues considered, namely the inclusion of gender-sensitive language, equal representation and participation amongst others. The JP's support to the structure was just one attempt at strengthening rural women's leadership and participation in local governance and equal representation, particularly in the constitutional reform process and the development of policy frameworks.

Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes

Output 3.2: Rural women have greater organizational capacities to form, sustain and participate into POs, cooperatives and unions

- Village Savings and Loan Associations are transitioning into cooperatives for increased recognition in the formal sector and for increased credit from private banks, namely AfriLand Bank and First International bank.

Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes

Output 3.3: Rural women, including young women, have increased capacity to engage in and influence relevant policy forums at national and regional levels



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- From May 21 – 24, 2017, 5 national and 75 county leaders of the Association of Women in Cross Border Trade were given the opportunity to directly engage policy makers (e.g. Ministries of Commerce, Ministry of Foreign Affairs, Ministry of Justice, Ministry of Finance and Development Planning, etc.) and other stakeholders (e.g. Liberia Marketing Association, Liberia National Rural Women Structure, Bureau of Immigration & Naturalization, Liberia national Police, etc.) and development partners (e.g. Economic Community of West African States, UN Women, etc.) through a national general assembly for ensuring increased advocacy for improving intra-African trade by fully implementing Liberia's National Trade Policy and that of the ECOWAS Trade Liberalization Scheme (ETLS) in an attempt to resolve cross border trade issues by liberalizing trade and standardizing the customs tariffs among ECOWAS member states. Because of this, we now see women cross border traders united for borders free from violence, exploitation and extortion as they now know their rights and reporting mechanisms in place for seeking redress; and
- The Liberia National Rural Women Structure continues to effectively represent the needs and concerns of rural women across Liberia. The leadership of the structure remains actively engaged with national discussions on women's access to land for agricultural production and other investments as a source of livelihood. The NRWS has been involved with community mobilization and capacity building on the importance of women's political empowerment and leadership at national and sub-national levels.

Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes

Output 3.4: Rural women, including young women, have enhanced awareness on their rights in a more supportive community/local environment

- Key rural women-based grass-root groups (e.g. Liberia National Rural Women Structure, the Association of Women in Cross Border Trade and the Alliance of Women in Peace Huts have been actively engaging national government and advocating for the passage of Liberia's "Land Rights Bill" including for the implementation of the country's Land Rights Policy for ensuring increased respect for their rights as it relates to land tenure and land use to promote rural women equal access to and ownership of land and the proper management of community land and natural resources in rural areas; and
- Community women and girls in rural areas targeted by JPRWEE are utilizing over 5 local community peace huts and other reporting mechanisms (e.g. Women and Children Protection Section of the Liberia National Police and One Stop Centers in Maryland, River Gee, Sinoe, Margibi and Grand Bassa Counties for reporting cases of Sexual and Gender Based Violence and for seeking redress. Since the inception of JPRWEE in late 2014, over 107 cases of S/GBV have been reported in project communities by the Ministry of Gender, Children and Social Protection, with 67 perpetrators sentenced in local courts, 17 still going through the justice system and 23 cases dismissed for lack of sufficient evidence. Rural women in targeted communities are utilizing the S/GBV referral pathway and are accessing the One Stop Centers and local community peace huts (where available).

Outcome 4: A more gender responsive policy environment is secured for the economic empowerment of rural women



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Output 4.1: Policy makers and parliamentarians have enhanced capacities to effectively mainstream gender into land, food, agriculture, nutrition and rural employment policies, laws and budgets

- Ministry of Agriculture and the Ministry of Gender, Children and Social Protection county work plans, budgets and implementation strategies are being engendered for ensuring equal distribution of resources for both women and men, girls and boys during the implementation of government projects supporting food security and nutrition at county level; and
- Gender and Agriculture County Coordinators are replicating capacity development training in local level gender responsive planning and budgeting within the context of food security and nutrition at county level for other key line ministries and agencies (e.g. Ministry of Internal Affairs, Ministry of Justice, Ministry of Lands, Mines & Energy, County Land Commission Offices, etc. are adapting the practice(s).

2. Project area and target groups

A total of 2,550 beneficiaries (*females: 2,040; males: 510*) will be reached with the new funding in 5 counties, namely Maryland, River Gee, Sinoe, Grand Bassa and Margibi Counties where JPRWEE is already working; synergies will be built with the already existing JP RWEE beneficiaries through sharing of best practices and lessons learnt from past interventions for better programming with new beneficiaries. The already existing beneficiaries will therefore be given the opportunity to participate in learning exchange programmes at community, district, county, regional and national levels and will continue to receive mentoring and coaching support from UN-Women, WFP and FAO. This also includes linking their existing Saving and Loans Associations (SLAs) to private banks and microfinance institutions for increased access to finance/credit. In addition, the joint programme will also seek to link these women to the upcoming Phase II of the human security initiative **"Promotion of the Human Security Business Partnership towards the Achievement of SDGs in Liberia"**, the new UNJP on the Rule of Law, and the ongoing Joint Programme on Sexual and Gender Based Violence.

To consolidate and sustain the gains made from the past activities, JPRWEE will work in the same counties, targeting the same communities or new ones (depending on the need and strategic focus). Each layer of the new interventions under the 2018/2019 annual workplan is based on key challenges and constraints identified with actions required for sustaining gains already made from the previous interventions under the joint programme. It is also important to note that southeast Liberia continues to experience the case of food insecurity as local community members are engaging less in farming activities and more concentrated on the extractive industry (e.g. mining of gold, mining of community sand, etc.) as a source of income for improving their livelihood. Unemployment also remains a great challenge for women in rural areas including for their level of participation in decision-making processes at local level.

There will be joint government and Participating UN Organizations mobilization and recruitment of new project beneficiaries in collaboration with county, district and community leaders of targeted areas. The target group will include:

- Women in rural areas involved in agriculture activities as a source of livelihood;



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- Men in rural areas involved in joint RWEE agriculture-related initiatives with rural women farmers in community grain reserves communities as a source of livelihood for them and their communities;
- Women and girls in rural areas at risk of conflict associated with concession agreements, community land disputes, and extractive industries; and
- Women in rural areas who secure their livelihoods through trade, referred to as market women and/or women entrepreneurs.

3. Description of activities by component

JPRWEE will provide extension and technical advisory services to beneficiaries and communities in addition to technical support for strengthening existing SLAs for consolidating the results achieved with the past beneficiaries. For new beneficiaries, there will be support for poultry production for addressing protein needs and promoting dietary diversification; support for food-assistance for assets (FFA); the creation of safety nets to improve social cohesion including for access to finance through savings and loan associations; improving access to markets; provision of access to primary and secondary education and vocational trainings; support for enhancing leadership roles in local governance; better information exchange, advocacy, coordination and participation in national policy and decision-making processes with rural women; and advocacy for women's land rights, including granting of titles to land, joint titling and rural women access to land distribution programmes.

The key activities (*aligned with the global joint programme document key outcome and output indicators*) that have been identified by the JP RWEE Liberia team, represented by UNFAO, WFP and UN-Women along with the Ministry of Agriculture and the Ministry of Gender, Children and Social Protection for implementation between 2018 and 2019 therefore include:

Outcome 1: *Rural women have improved food and nutrition security*

Output 1.1: *Rural women have increased access to and control over resources, assets and services critical for their food and nutrition security*

Activity 1.1.1: Support for lowland rice production to increase productivity for better consumption, improved utilization, stabilization and increased income from surplus;

Activity 1.1.2: Support for poultry production for addressing protein needs and promoting dietary diversification;

Activity 1.1.3: Support the development of 22 hectares of community lowland farm assets for staple food crop production, including through small-scale irrigation schemes to support water management. This also includes for WFP's Food-assistance for assets (FFA) that will also be provided to the participating groups to assist the members to meet their short-term food and other basic labor needs. The distribution of food incentive will be pro-rated against work norms achieved by work groups at each site. The total value of the work norms achieved will be incentivized with food. Assistance will include the provision of rice, pulses and vegetable oil. WFP will partner with FAO to provide extension and technical advisory services to the beneficiary communities;

Activity 1.1.4: Enhancing Food quality and safety for the 5 established Community Grain Reserves: This activity seeks to strengthen the Community Grain bank management teams and members on quality control and post-harvest handling practices for staple food commodities. Adopting a chain method approach, 250 Grain bank members will be trained on post-harvesting and losses techniques (PHL) that

includes harvesting, threshing, shelling, drying, bagging, storage fumigating, quality control and transportation of commodities; and

Activity 1.1.5: Support for access to markets for sustainable livelihood opportunities for the women.

Outcome 2: Rural women have increased income to secure their livelihoods and create wealth

Output 2.1: Rural women have enhanced entrepreneurship skills and value chains to access markets for their products

Activity 2.1.1: Creation of safety net to improve social cohesion (training of farmers in Village Savings and Loan scheme methodology and management); this will support women in rural areas to increase their income and strengthen the crop value chain they are engaged with.

Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes

Output 3.1: Rural women, including young women have enhanced confidence and leadership skills to participate in local governance

Activity 3.1.1: Support rural girls/women to get primary and secondary education and vocational training (skills to be determined after a market); and

Activity 3.1.2: Strengthen rural women and young women's self-confidence and capacity to take on leadership roles in local governance (land committees, community development initiatives) and producer organisations.

Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes

Output 3.3: Rural women including young women have increased capacity to engage in and influence relevant policy forums at national and regional levels

Activity 3.3.1: Facilitate networking of rural women's organisations at sub-national and national levels, and their stronger links with the women's movement for better information exchange, advocacy, coordination and participation in national policy and decision-making processes.

Outcome 4: A more gender responsive policy environment is secured for the economic empowerment of rural women

Output 4.1: Policy makers and parliamentarians have enhanced capacities to effectively mainstream gender into land, food, agriculture, nutrition and rural employment policies, laws and budgets

Activity 4.1.1: Advocate and strengthen government's capacities at national and sub-national levels for the implementation of policies (e.g. National Gender Policy, Land Rights Policy, etc.) advancing rural women land rights, including granting of titles to land, joint titling, land distribution and other changes in land law by providing: i.) capacity development among decentralized officials; ii.) awareness building and advocacy with parliamentarians, Liberia's Land Commissions, and other relevant stakeholders. Capacity building and awareness building exercises will be aimed at land use rights to promote women's equal access to and ownership of land for agricultural production amongst others.

4. Implementation approach



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Working with Government, Civil Society and Private Sector:

The JP RWEE will be jointly implemented with the Ministries of Agriculture, Internal Affairs and Ministry of Gender, Children, and Social Protection in close collaboration with the United Nations Resident Coordinator's Office. These line ministries and agencies will play a key role during community mobilization, selection and recruitment of beneficiaries for accessing JP RWEE interventions. Community entry points will involve traditional leaders, youth leaders and women leaders for ensuring ownership of the joint programme activities. WFP will complement FAO during the lowland development; beneficiaries will receive food for assets while working in the lowland; the two UN Agencies will implement in the same targeted communities along with UN-Women.

The JP RWEE will ensure a joint delivery of a comprehensive, sequenced 'package' of core interventions to support young women and girls' economic and social empowerment - through a combination of direct implementation and on-the-ground coordination with other community-level programming.

To date, there are 5 CGRs that have been built and are fully functional in the five counties of implementation.

Both WFP and FAO will utilize each agency's comparative advantage to develop and maintain community productive assets for staple food production. FAO will provide technical back-stopping on asset development, maintenance and rice production techniques including the introduction of climate-smart technologies and small-scale irrigation schemes. This will also include vegetable production along developed asset margins.

WFP will subsequently use food-based transfers as incentives to food insecure and vulnerable households using their own labour, to promote their self-reliance, strengthen their livelihoods, and build their resilience to shocks and stressor. In addition, WFP will consider its experience and engagement with pro-smallholder during its Purchase-for-Progress (P4P) pilot in Liberia. During the pilot, procurement from smallholder farmers played an integral role in changing the way WFP approaches food quality and safety. This intervention will be a two-pronged approach that will focus on the following:

- **technical activities:** harvesting, field drying, threshing, cleaning, additional drying, storage, processing; and
- **economic activities:** transporting, marketing, quality control, nutrition, extension, information and communication, administration and management.

UN Women will complement both WFP and FAO's efforts by providing support for primary and secondary education with rural women and girls including for access to vocational skills classes so they can have increased self-confidence for unleashing their full potential. In addition, the UN agency will advocate with parliamentarians and civil society for the passage of the Land Rights Bill by the Liberian legislature including for working with communities to raise awareness about land tenure and land use rights to promote women's equal access to and ownership of land for agricultural production.

JP RWEE community-based participatory planning will support complementary activities across sectors that reinforce each other through strategic and key activities that have been identified, sequenced, and aligned in close collaboration with government, civil society, development partners and private sector.



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The collaboration with civil society will see several selected partners (*based on their experience and presence on the ground*), namely EduCARE on access to finance through SLAs, Touching Humanity in Need of Kindness on access to vocational skills trainings; National Adult Education Association of Liberia for literacy and numeracy skills classes; Rights & Rice Foundation for activities relevant to agriculture and land rights; and Foundation for Community Initiatives will support work related to community management of natural resources including land.

JP RWEE engagement with private sector companies will include expanding Coca Cola Liberia 5BY20¹ initiative to reach 250 new JPRWEE beneficiaries in the 5 counties with access to classes in business development skills and the provision of 250 business start-up kits (e.g. Coca Cola ice boxes/coolers, tables, chairs, canopies and beverages) that are currently available. This will complement ongoing efforts in terms of building the capacity of women in business development and management including for identifying an alternative source of income in areas where access to land is limited or not present due to land annexation by concession companies.

In addition, the collaboration with Orange Liberia will ensure the delivery of capacity building trainings in mobile money (Orange Money²) to 100 women as mobile money agents and the delivery of 100 mobile banks (physical structures) to targeted JP RWEE communities for women's access to sustainable financial services as a best practice and an innovative approach to saving money. The 100 mobile money agents will be the managers of these mobile banks in facilitating financial transactions.

Both Coca Cola and Orange will support JP RWEE during community outreach activities (where applicable) and will ensure increased visibility for the joint programme through various media outlets at national and local levels. The strategic plan for the mobilization and recruitment of JPRWEE beneficiaries (250 for Coca Cola and 100 for Orange) will encompass a team comprising of field officers from the Ministry of Agriculture, the Ministry of Gender, Children and Social Protection, WFP, FAO, UN-Women, Coca Cola and Orange Liberia that will work in selected communities only based on a market assessment by both private sector communities. Therefore, both companies are not expected to reach all JPRWEE communities as some communities are outside mobile network coverage. In this case, Orange Money will not be present in communities that fall outside their mobile network coverage.

During community entry, community mobilization will cover public awareness on the collaboration with both Coca Cola and Orange Liberia, including messaging that the mobilization is open to all that are interested without restriction as the programme is looking to reach a diverse group of rural women, that information received through recruitment questionnaires will remain confidential and mobilization will include but not be limited to rural women, illiterate/literate, farmers, market women, female heads of household, former combatants, sex workers, and women with disabilities, etc., to participate in the holistic programme. Both Coca Cola and Orange Liberia is expected to complement JPRWEE efforts as it relates to delivering on key results pertinent to ensuring increased income for securing rural women livelihoods.

Building Synergies:

¹ Coca-Cola Company's global commitment to enable the economic empowerment of 5 million women entrepreneurs across the company's value chain by 2020.

² Orange Global initiative to provide mobile money services across Liberia through its Liberia country office.



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The joint programme will also adapt a *'building synergies'* approach to maximising its engagement at national and sub-national levels with two upcoming joint programmes, namely:

- the UN-Women led **Spotlight Initiative to Eliminate Violence Against Women and Girls: "Government of Liberia and the United Nations Programme against Sexual Gender and Based Violence and Harmful Practices"** with UNFPA, UNDP, and UNICEF under the supervision of the Resident Coordinator's Office. This initiative is based on and complements the existing UN/Government of Liberia Joint Programme on SGBV and harmful practices, with an emphasis on strengthening legislation and policies, prevention and response, quality and reliable data and supporting civil society organizations, including community based organizations and women's movement in all the 15 counties of Liberia by 2022; and
- the **"Joint Initiative on the Promotion of the Human Security Business Partnership towards the Achievement of SDGs in Liberia"**, with focus on rebuilding livelihood and ensuring economic stability through greater value-addition of wood furniture production and improving self-sufficiency of rice production in Liberia.

5. Justification for the intervention

As Liberia transitions from conflict recovery to full development, making communities resilient entails fostering dialogues, partnerships and new ideas on how to tackle complex problems. As a result, JPRWEE sees the need for a community-driven approach aimed at addressing challenges as identified by the communities themselves and providing women and girls in rural areas with opportunities to find their own solutions. To this end, the JP RWEE in Liberia has identified key lessons and good practices that will inform the upcoming implementation period, and namely:

- Rural women are recognized as food producers, income-earning farmers and nutrition-care providers. The joint programme is reinforcing ongoing efforts in support of addressing production constraints, including unequal access to productive resources, assets, services, knowledge, inputs, credit and markets. Thus, both rural women and men will be viewed as equal partners in food and nutrition security efforts, and that efforts will continue to ensure the economic and social empowerment of women and girls in rural areas;
- Rural women have enhanced capacity to take advantage of decent wage employment at national, county, district and community levels. This also involves improving wages and conditions of work for women engaged in agriculture, and promoting women as service providers in the agricultural and rural development sector, including in non-traditional areas (e.g. rural women's access to selected vocational skills training based on market assessment);
- There are strengthened partnerships with key development partners and private sector companies at country level in support of establishing systems and institutions that can effectively deliver the range of financial services needed by both women and men in rural areas, with consideration for the formal and informal sectors. For example, access to credit schemes with no collateral and low interest rates, as well as savings and other financial services are required for economically empowering women in the agriculture sector;
- Rural women and girls have access to productive resources, assets and services for strengthening their food production systems, and the ability to consume food of good nutritious value including



for having voice and agency at all levels of decision making related to improving food and nutrition security. JPRWEE has expanded on interventions in support of access to productive resources, assets and services and will continue its efforts in ensuring that long term impact is achieved in this regard;

- There are comprehensive sex disaggregated data and statistics and gender-sensitive indicators on women's ownership of, use and control over productive resources, agricultural production, leadership and participation, governance, etc. JP RWEE will over the course of implementation improve on the collection of sex disaggregated statistics and gender sensitive indicators relevant to the joint programme and will make the information available for the public as part of promoting government's push for better access to information and services; and
- Rural women and girls have increased recognition of equal opportunities and benefits. JP RWEE as part of its programming has and will continue to strategically engage both sexes in promoting economic and social transformation for all, though women and girls in rural areas will continue to be the primary target groups.

Lessons learnt from past interventions also highlighted how poverty rates among women are very high due to lack of alternative livelihoods (*e.g. staple food crop production*) and difficulties in accessing proteins, except the so called "bush meat", which is expensive and carry health risks (as demonstrated by the recent Ebola epidemic). Therefore, making food security and nutrition a priority under the JPRWEE is cardinal in fighting poverty through the development of lowland for double cropping, enhanced productivity and investments in poultry as an alternative source of protein needs. Planned activities will also look at strengthening food systems in areas where the joint programme established Community Grain Reserves (CGRs), so that women beneficiaries and their households will be less prone to shocks. This will be done by changing the focus from traditional upland shifting cultivation practices, which have a devastating impact on the land and threaten future food production, to the development of crucial assets (*e.g. shifting from traditional upland rice farms to developed lowland swamps suitable for rice cultivation*). Furthermore, access to credit continues to be a serious challenge in rural areas, especially for women. To address this, safety nets must be built for women to have purchasing power and a voice at the community and household levels. It is against this backdrop that the proposed intervention on access to finance seeks to combine safety net, agriculture and social cohesion to strengthen livelihood and in the same vein achieve food security and nutrition.

JPRWEE will also assist in addressing one of the observations of the joint field mission recently conducted with the participation of the global JP RWEE Coordinator, Ministers of Government and high-level representation from UNCT which documented the impact of women's empowerment and better participation in community decision-making on social cohesion, peacebuilding and reconciliation. Over the next year, the joint programme will engage CGR communities with capacity building on strengthening rural women self-confidence and their capacity to take on increased leadership roles in local governance.

The JP RWEE also recognize the importance of engaging men to achieve results and for ensuring increased community ownership of JPRWEE interventions. Aside from being direct beneficiaries of some of the activities as referred above, men will play a key role throughout implementation, for instance by working with rural women leaders at community level in mobilizing potential women and men beneficiaries for selection to participate in JPRWEE. Lastly, UN-Women will provide support for mobilizing men under its



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HeForShe campaign as agents of change on promoting women's participation in decision making processes and on ending violence against women and girls at the district and community levels.

6. Sustainability

At the individual level (past beneficiaries/new beneficiaries):

The joint programme's economic empowerment model is designed to ensure sustainability and increased community ownership by building the capacity of local women facilitators and utilizing the revolving Savings and Loan Associations (SLAs) to provide long-term solutions for women's access to savings, insurance and credit facilities. This applies to both new and past project beneficiaries. For example, past beneficiaries will be linked to micro-finance institutions and private banks for increased access to credit for increased investment under UN-Women's Strategic Note Project with the Embassy of Sweden. New beneficiaries on the other hand will continue to benefit from access to sustainable financial services through existing Savings and Loan Associations in targeted communities that are expected to be linked to JPRWEE collaboration with Orange Liberia on mobile banking as an innovative approach to saving.

For past JPRWEE beneficiaries who completed level 1, level 2 & level 3 adult literacy classes, they will be linked to UN-Women Strategic Note Project with the Embassy of Sweden to enroll in level 4 & 5 adult literacy classes.

Women in rural areas who are illiterate will have the opportunity to gain access to classes in financial literacy and numeracy skills, while participating in SLA capacity building trainings. Specific methods for sustainability include:

Local Facilitators Community women extension agents: All facilitators for SLAs, financial literacy and business classes are community-based and will go through extensive capacity building to provide coaching and mentoring services for rural women when the joint programme phases out. The model draws on community women to start as facilitators and to develop the confidence and skills to take over when JPRWEE end. Rural women beneficiaries at the community level will then rely on community-based facilitators for mentorship and guidance after the end of activities.

At the community level:

Another important case for promoting sustainability under the JP RWEE is to enhance the capacity of communities on the management and maintenance of lowland schemes for stable crop production. This will enable the environment required for economic viability/ profitability of rice double cropping – market development and linkages to other related programmes. Similarly, another strategy is to strengthen the partnership of actors involved with similar activities and build the capacity of the local government actors to provide leadership and guidance on sustaining key community assets and community based participation.

JPRWEE male champions will continue advocacy level work on ending violence against women and girls and will work closely with existing peacebuilding and conflict mitigation platforms like community peace huts on seeking redress for victims and survivors of SGBV/SEA. This includes ensuring that communities are following the SGBV referral pathway.



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At the government level (national/local):

JPRWEE will continue to build the capacities of key line ministries and agencies so that they gradually take ownership of interventions for sustainability purposes. The idea is that the JPRWEE, through FAO, WFP and UN-Women, will build the capacities of local gender and agriculture coordinators from government offices in the targeted counties to take on the work when the joint programme ends in 2019.

Ongoing strategic dialogues and capacity development with key staff of the Ministry of Education (with support from UN Women), the Ministry of Education national adult education programme is expected to adapt JPRWEE adult literacy and numeracy skills training curriculum as part of national government taking ownership of the joint programme when it phases out.

Increased technical capacity of staff of the Ministry of Gender, Children and Social Protection to continue the management of the existing Land Desk at that ministry is currently ensuring the public's access to relevant information pertaining to land and land rights and will continue to do so after the programme ends.

Through fundraising efforts at the local level:

UN Women is currently leading the development of a flagship programme on women in climate-smart agriculture with UNFAO and WFP which is expected to complement the work of the joint programme and/or sustain the gains already made when JPRWEE ends. A situational analysis of women engaged in climate resilient agriculture was conducted in Liberia with support from JPRWEE, and the findings of the study is being used for developing the programme. Both China and EU have expressed interest in this proposed programme. Once the programme document is finalized, it will be pitched to these two potential donors to consider funding.

Engagement with private sector will also provide the opportunity for sustaining the gains made thus far, as both Coca Cola and Orange have linked their Corporate Social Responsibility (CSR) strategies to JPRWEE beneficiaries. Support from these two private sector companies will go beyond the joint programme implementation, thus, ensuring increased sustainability of activities linked to business development, access to finance and market information via ICT. Overall, 350 women are expected to benefit from the partnership with Coca Cola and Orange Liberia across targeted communities.

Moving forward, FAO, WFP and UN-Women intend to use a part of their core and non-core funding to bridge the current financial gap(s) due to the availability of inadequate resources to fund activities at country level. Both WFP and FAO have field support staff covered by their core resources supporting monitoring and supervision of activities at county level including for the provision of mentoring and coaching sessions with rural women by face-to-face or by communicating on mobile phones directly with the beneficiaries.

UN-Women is also expecting to move in with support staff that will ensure that the gender dimension of the joint programme is fully captured throughout implementation. This will buttress the efforts of participating JPRWEE U.N. agencies on ensuring effective management of interventions in target communities. It will also build the resilience of the beneficiaries and communities during programming. The three UN agencies are also expected to work with and support the extension services of the Ministry of Agriculture, and the county offices of the Ministry of Gender, Children and Social Protection and Ministry of Internal Affairs for continued monitoring, supervision and backstopping.



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Through the integration of JP RWEE activities and lessons learned into the country plan of each agency:

Based on lessons learned through implementation of the joint programme and with other community level programming, all beneficiaries participating in the programme will receive capacity building in business and financial literacy skills with an effort to form SLAs. This not only provides the skills for personal and business financial management, but also ensures rural women have a safe and secure facility for managing their profits, accessing safety nets, and receiving credit.

The draft WFP Country Strategic Plan (2019 – 2023) has included resilience building activities relevant to the JP RWEE, specifically supporting vulnerable groups. To consolidate on gains made through the implementation of JP RWEE, WFP draft CSP has included a costed action plan to implement activities within those regions covered by the joint programme.

UN-Women Strategic Plan 2014 – 2017/18 (*extended*) also contains key activities relevant to JPRWEE which include i.) providing capacity building in business development, vocational and leadership skills for women and girls including facilitating women's financial management skills through mobile banking and ICT services; ii.) supporting rural women's access to critical inputs for agricultural production such as high-quality seeds, tools and machinery; iii.) organizing women who have the potential to grow into small and medium enterprises (*SMEs for achieving sustainable growth*); iv.) and organizing functional SLAs with increased savings into cooperatives for increased recognition in the formal economy.

FAO's strategic plan includes key activities on promoting improved crop production techniques, creation of safety nets and increasing cash injection into VSLAs, all relevant to the JPRWEE implementation framework.

Exit Strategy:

JP RWEE exit strategy will ensure close engagement with key line ministries taking over different interventions. For example, the Ministry of Agriculture will ensure continued monitoring and supervision of agriculture related interventions; the Liberia Land Commission will continue supporting the work on women's access to land, land rights and ownership across JP RWEE counties; adult literacy and numeracy skills training for rural women and girls will be incorporated under the Ministry of Education adult education programme in close collaboration with UNESCO; the land desk at the Ministry of Gender, Children and Social Protection will take on the task of providing free access to information on land and land rights for women; research studies conducted under JP RWEE will be used for the development of new programmes relevant to access to sustainable finance for women in rural areas and for support to rural women traders involved in cross border trade. For example, a flagship programme on women in cross border trade is currently being developed with UN-Women and IOM. Private sector companies, namely Coca Cola and Orange will take on support for business development and management including for access to sustainable financial and informational services via ICT in close collaboration with the Ministry of Finance and Development Planning, the Ministry of Telecommunications and the Ministry of Information, Culture and Tourism.

7. Monitoring & Evaluation

The hierarchy of Programme responsibilities is as follows:



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- Individual outputs are the responsibility of individual UN organizations as identified, and as reflected in the workplan;
- Coordination of components, shared outputs and overall Joint Programme is the responsibility of the lead agency, UN-Women.

Monitoring will occur throughout the year, and in accordance with good practice there will be **an annual review of this phase of the Joint Programme**. The planned monitoring activities and evaluations of the joint programme will follow the UNDAF (Section VI applies) procedures and will form part of the UNDAF M&E plan as aligned to the national Agenda for Transformation M&E plan. As for other joint programmes, participating UN organizations will undertake **joint field visits** when possible, while remaining cognizant of the demands on key government officials. **The National Coordinator will produce a biannual and annual reports** for the Joint Programme Steering Committee (JPSC) and International Steering Committee (ISC) on progress towards each of the indicators. Special reviews and assessments will be undertaken as required by the JPSC.

The ***individual project implementing agencies*** will be responsible for data collection and reporting from the activity level. The National Coordinator will have the overall responsibility for M&E reporting to the JPSC. This will help provide a clear picture of progress toward programme goals by ***tracking key outcomes and output indicators***. Such a mechanism is essential for successful implementation of the JP RWEE, as it enables the JPSC and the various implementing agencies to quickly adjust projects and activities and keep them on track.

While the goal of M&E is to monitor the ***impact***, the immediate focus of M&E will be to **track programme outputs** to ensure smooth implementation. To the maximum extent possible, all baselines will be established using data disaggregated by gender, age, and county. This is crucial as the current government has adopted a pro-poor agenda directly in support of the Liberian youth population.

Baselines for the new beneficiaries will be established using data collected by the implementing UN Agencies in their recent activities. In addition, the evaluation of the JPRWEE is due in quarter 2 of 2018; and there are two reports from research studies on i.) Status of VSLAs; and ii.) Status of women in cross border trade whose results will be used to inform monitoring and evaluation.

The JP RWEE monitoring plan will be a robust plan that will collect data on a monthly and quarterly basis with strong consideration for feedback from both beneficiaries and JP RWEE programme officers delivering interventions at community level. Joint monitoring (government and Agencies including implementing partners) will be a priority of the 3 UN agencies implementing the JPRWEE. Interviews and focus groups will be the methods of data collection for securing qualitative information on women's economic empowerment (WEE). In addition, interviews will also be utilized to explore the views, experiences, beliefs and motivations of individual participants. Lastly, focus group discussions will be held to also generate qualitative data on WEE.

The JP RWEE Technical Advisory Committee will hold quarterly meetings to track progress, challenges and constraints and will recommend required actions for redress so the JPSC can approve. There will be, on a case-by-case basis, ad hoc meetings for taking stock of programme implementation. M&E officers



from the three agencies will work together as an M&E working group for the joint programmes and will report to the National Coordinator where and when necessary.

For increasing visibility of the joint programme and for drawing the attention of the donor community, the JPRWEE TAC will focus extensively on the development of key knowledge products based on feedback from the planned evaluation of the joint programme, community-based impact assessments of key project interventions (e.g. community grain reserves, village savings and loan association, cash transfer schemes, value-addition as in food preservation and packaging, vocational skills, primary & secondary chance education, business development and financial literacy, women's access to ICT, etc.)

Consolidated knowledge products will be finalized in close collaboration with the Global JPRWEE Coordinator based in WFP offices in Rome, Italy. Feedback will be solicited, and draft materials finalized for printing and dissemination when raising awareness about JPRWEE Liberia at global, national and sub-national levels

8. Budget

PROGRAMME BUDGET					
CATEGORY	FAO	IFAD	WFP	UN-WOMEN	TOTAL
1. Staff and Other Personnel Cost (cannot exceed 10%)	\$ 22,200.00	-	\$ 19,343.00	\$ 25,000.00	\$ 66,543
2. Supplies, Commodities, Materials	\$ 74,360.00	-	\$ 70,299.00	\$ 30,000.00	\$ 174,659
3. Equipment, Vehicles and Furniture including Depreciation	-	-	-	-	-
4. Contractual Services	\$ 70,000.00	-	\$ 41,213.00	\$ 140,500.00	\$ 251,713
5. Travel	\$ 13,067.00	-	-	\$ 15,000.00	\$ 28,067
6. Transfers and Grants Counterparts	\$ 43,000.00	-	\$ 103,887.00	\$ 53,374.00	\$ 200,261
7. General Operating and Other Direct Costs	\$ 11,018.00	-	-	16,500.00	\$ 27,518
Total Programme Costs	\$ 233,645.00	-	\$ 234,742.00	\$ 280,374.00	\$ 748,761
8. Indirect Support Costs (cannot exceed 7%)	\$ 16,355	-	\$ 15,258	\$ 19,626	\$ 51,239
TOTAL	\$ 250,000	-	\$ 250,000	\$ 300,000	\$ 800,000



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9. Names and signatures of participating UN organizations

  (On behalf of FAO)	Name: Mariatoru Njie Title: FAO Representative Date: May 14, 2018
  (On behalf of WFP)	Name: Bienvenu D Johnson Title: WFP Representative Date: May 14, 2018
 (On behalf of UN Women)	Name: Marie-Goretti MIZIGAMA Title: UN WOMEN REPRESENTATIVE Date: May 14, 2018
 (Cleared by United Nations Resident Coordinator)	Name: Yacoub El Hillo Title: UN RC/UNDP RR Date: May 14, 2018

ANNEX I: Workplan

Please fill the below workplan with activities linked to the specific Outputs:

Activity description	Related indicator	Number of beneficiaries (women/men)	Timeframe	Place of implementation	Lead Agency	Activity cost
Outcome 1: Rural women have improved food and nutrition security						
Output 1.1: Rural women have increased access to and control over resources, assets and services critical for their food and nutrition security						
Source and procure hand tools and power tillers for farming	# of farming groups with access to farming inputs like seeds and tools for farming activities	510 (408 women, 102 men)	June 2018 – August 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	FAO	\$ 35,000.00
22 hectares of lowland development for rice production	Increased in agricultural production and productivity for 510 HHs (408 females, 102) as direct beneficiaries and 2,550 as indirect beneficiaries (rice)	510 women	June 2018 – June 2019	Margibi, Bassa, Sinoe, River Gee and Maryland	FAO	\$ 50,000.00
Poultry production for support to protein needs and dietary diversification	# of farming groups with access to protein and dietary diversification	2,550 (2,040 women, 510 men)	August 2018 – May 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	FAO	\$ 50,000.00
Support the development of 22 hectares of community lowland farm assets (Inland Valley Swamps -IVS) for staple food crop production	# of lowland assets developed (in hectares) for staple food production;	2,200 (1,320 women, 880 men)	July – December 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	WFP	\$ 50,000.00
Provide 60 MT of assorted food commodity (rice 52 MT; Pulses 7 MT and 2 MT)	% increase in lowland rice yields # of food commodities distributed as labor incentives	2,200 (: 1,320 women, 880 men)	July – December 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	WFP	\$ 20,299.00
Output 1.2: Rural women have greater capacity to enhance and control local food security reserves and their production						

Activity description	Related indicator	Number of beneficiaries (women/men)	Timeframe	Place of implementation	Lead Agency	Activity cost
Conduct phase one training on the technical approaches and best practices associated with harvesting, field drying, threshing, cleaning, additional drying, storage, processing;	# of trainings conducted	250 women Community Grain Reserve members	July - August 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	WFP	\$ 50,000.00
Conduct phase two trainings on the economic aspects focusing on transporting, marketing, quality control, nutrition, extension, information and communication, administration and management; and support for access to markets for sustainable livelihood opportunities for rural women.	# of trainings conducted	250 women Community Grain Reserve members	August - December 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	WFP	\$ 40,000.00
Outcome 2: Rural women have increased income to secure their livelihoods						
Output 2.1: Rural women have enhanced entrepreneurship skills and value chains to access markets for their products						
Creation of safety net to improve social cohesion (Training of farmers in Village Savings and Loan scheme methodology and management)	# of rural women's cooperatives having access to finance for procuring agricultural products and home grown school meals through WFP programmes	300 farming groups comprising of 300 direct beneficiaries (240 women, 60 men) and 1,500 indirect beneficiaries (1,200 women, 300 men)	July 2018 - August 2018	Margibi and Grand Bassa	FAO	\$ 15,000.00
Cash injection to 10 rural women VSLAs in Margibi and Grand Bassa	# of rural women in VSLAs with increased access to rural credit for expanding their investments in agriculture	6 - Food Agriculture Organization, Gender, Ministry of Agriculture and Ministry of Internal Affairs staff	July 2018 - July 2019	Margibi and Grand Bassa	FAO	\$ 35,000.00
Coordination of integrated workplan (at county and community levels)	Coordination mechanism in place for implementing an integrated workplan(s)		July 2018 - September 2019	Margibi, Bassa, Sinoe, River Gee and Maryland	FAO	\$ 13,377.85

Activity description	Related indicator	Number of beneficiaries (women/men)	Timeframe	Place of implementation	Lead Agency	Activity cost
Output 2.2: Rural women have increased access to decent wage employment opportunities						
Link 250 JPRWEE beneficiaries with access to Coca Cola business kits and 100 JPRWEE beneficiaries to Orange Liberia mobile money booths for accessing employment opportunities with private sector	# of women benefitting from employment opportunities with private sector	350 women	July 2018 – September 2019	Margibi, Bassa, Sinoe, River Gee and Maryland	UN-Women	\$ 10,000
Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and programmes						
Output 3.1: Rural women, including young women have enhanced confidence and leadership skills to participate in local governance						
Support rural girls/women to get primary and secondary education and vocational training	# of women and girls in rural areas enrolled in primary and secondary education	2,040 women and adolescent girls	June – December 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	UN-Women	\$ 150,000.00
Strengthen rural women and young women's self-confidence and capacity to take on leadership roles in local governance (land committees, community development initiatives) and producer organisations	# of women in rural areas participating in land committees, community development initiatives, and producer organisations	408 women	June – December 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	UN-Women	\$ 30,000.00
Output 3.3: Rural women, including young women, have increased capacity to engage in and influence relevant policy forums at national and regional levels .						
Develop gender-sensitive community based action plans resilience-building	# of gender-sensitive community based action plans developed	100 gender-sensitive community based action plans adapted by 1,250 beneficiaries (625	July – December 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	WFP	\$ 5,100.00

Activity description	Related indicator	Number of beneficiaries (women/men)	Timeframe	Place of implementation	Lead Agency	Activity cost
Conduct training of facilitators including related stakeholders (<i>government, PUNO, local authorities</i>)	# of trainings for community-based facilitators conducted	women and 625 men 1,250 (625 women and 625 men)	July – December 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	WFP	\$ 30,000.00
Conduct practical community based participatory exercises aimed at addressing real community problems and assisting them to find their own solutions	# of community based participatory practical trainings conducted	1,250 (625 women and 625 men)	July – December 2018	Margibi, Bassa, Sinoe, River Gee and Maryland	WFP	\$ 20,000.00
Facilitate networking of rural women's organisations at sub-national and national levels, and their stronger links with the women's movement for better information exchange, advocacy, coordination and participation in national policy and decision-making processes.	Extent to which rural women's partnerships adopt common positions to influence national policy-level forums on the Sustainable Development Goals (SDGs)	10 organizations comprising of 408 rural women	July 2018 – September 2019	Margibi, Bassa, Sinoe, River Gee and Maryland	UN-Women	\$ 25,373.82
Outcome 4 A more gender responsive policy environment is secured for the economic empowerment of rural women						
Output 4.1 Policy makers and parliamentarians have enhanced capacities to effectively mainstream gender into land, food, agriculture, nutrition and rural employment policies, laws and budgets						
Advocate and strengthen government's capacities at national and sub-national levels for the implementation of policies (e.g. National Gender Policy, Land Rights Policy, etc.) advancing rural women land rights, including granting of titles to land, joint tiding, land distribution and other changes in land law by providing: i.) capacity development among	Extent to which national land, food, nutrition, agricultural and rural development policies and laws make provisions for gender equality and women's empowerment	10 members (5 females; 5 males) of parliament (Upper & lower houses), and 15 decentralized officials (10 females; 5 males) (County	July 2018 – September 2019	Montserrado County in support of Margibi, Bassa, Sinoe, River Gee and Maryland	UN-Women	\$ 25,000.00

Activity description	Related indicator	Number of beneficiaries (women/men)	Timeframe	Place of implementation	Lead Agency	Activity cost
decentralized officials; ii.) awareness building and advocacy with parliamentarians, Liberia's Land Commissions, and other relevant stakeholders. Capacity building and awareness building exercises will be aimed at land use rights to promote women's equal access to and ownership of land for agricultural production amongst others.		Superintendents from the Ministry of Internal Affairs)				

JPRWEE Coordination

UN Women		WFP		FAO	
Staff Cost	25,000.00	Staff Cost	19,343.00	Staff Cost	22,200.00
Travel	15,000.00	Travel	-	Travel	13,067.00
Indirect Cost	19,626.18	Indirect Cost	15,258.00	Indirect Cost	16,355.15
Total:	\$ 59,626.18	Total:	\$ 34,601.00	Total:	\$ 51,622.15