



## The Elsie Initiative Fund

### *Detailed Proposal for Liberia*

<b>Project Title:</b>	Barrier Assessment of the Armed Forces of Liberia (AFL)		
<b>Project Description:</b>	Conduct of a barrier assessment of the AFL in conjunction with UN Women Liberia and the Kofi Annan Institute of Conflict Transformation utilizing the DCAF/Cornell University MOWIP methodology.		
<b>Project Location:</b>	Liberia		
<b>Expected Start Date:</b>	15 February 2021	<b>End Date:</b>	15 February 2022
<b>Project Duration:</b>	12 months		
<b>Name of Recipient/s:</b>	UN Women Liberia		
<b>Direct Recipient organizations</b>	UN Women Liberia		
<b>Project Total Cost USD \$:</b>	USD \$120,000		
<b>Breakdown by PUNO / Other partners:</b>	<b>Name:</b>		<b>USD \$:</b>
		UN Women Liberia	USD \$120,000
		Kofi Annan Institute for Conflict Transformation	
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## 1. Executive Summary

The Ministry of National Defense (MoD) and Armed Forces of Liberia (AFL) recognize the crucial role that women play in restoring and sustaining peace and security in conflict, post-conflict and conflict prevention settings. Research has shown that having more women in peacekeeping leads to better outcomes, including better access to communities, improved operations and performance, greater promotion of human rights and the protection of civilians, and greater encouragement for women to meaningfully participate in peace and political processes.<sup>1</sup> Liberia wishes to contribute to the United Nations' (UN) 2028 target of 15% women serving in military contingents and 25% for military observers and staff officers.<sup>2</sup> Despite progress in recent years, the MoD recognizes that more work needs to be done in the AFL to increase the percentage of female Liberian UN peacekeepers.

Through the conduct of a barrier assessment funded by the Elsie Initiative Fund (EIF), the AFL seeks to strengthen the meaningful participation of uniformed women in UN peace operations by first understanding what the main barriers to women's participation are. The AFL further seeks to understand if these contextualized challenges are unique to women and how experiences differ between serving men and women of the AFL. Finally, at the conclusion of the barrier assessment the AFL seek concrete recommendations on how to reduce barriers to women's participation in UN peace operations, with the intent to address these barriers through subsequent projects under the EIF.

The conduct of a barrier assessment will contribute significantly to a number of Liberia's national and regional priorities, namely Liberia's Second Phase National Action Plan (NAP) on Women, Peace and Security (WPS) (2019-2023)<sup>3</sup>, the National Security Strategy of the Republic of Liberia (2008)<sup>4</sup>, the Revised National Gender Policy (2018-2022)<sup>5</sup>, the Pro-poor Agenda for Prosperity and Development (PAPD) (to which Pillar Three focuses on Sustaining the Peace)<sup>6</sup> and the Economic Community of West African States (ECOWAS) Protocol relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security.<sup>7</sup> The conduct of a barrier assessment will also contribute to a number of Liberia's international commitments, including the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) (specifically general recommendation 30 addressing women in conflict, post conflict and conflict prevention), and the Beijing Declaration and Platform for Action (1995).

The MoD intends to conduct a barrier assessment of the AFL in conjunction with UN Women Liberia, the Kofi Annan Institute for Conflict Transformation (KAI) and Cornell University. These implementing partners have been selected due their expertise on the Liberian context, and previous experience working with the MoD and AFL (further information contained in section five; *Project Management and Coordination Arrangements*).

## 2. Situational Analysis

Since the end of the civil war in 2003, Liberia has made modest progress in the advancement of gender equality. The 14-year conflict had devastating social, economic, and political impacts. Women were particularly impacted by the conflict, with the World Health Organization (WHO) estimating that 82% of Liberian women were subjected to multiple forms of violence, and 77% experiencing rape.<sup>8</sup> Women were also actors in the conflict, serving as both combatants and peacemakers. Liberian women's groups played a significant role in the peacemaking process, famously protesting during the presidency of former President Charles Taylor and during the peace agreements in Ghana.<sup>9</sup> The country's first post-conflict and first woman President, Ellen Johnson Sirleaf, played a key role in the women's movement, highlighting the importance of women's contribution to peace and security. In 2016, the United Nations Mission in Liberia (UNMIL) handed over security responsibilities to the Government of Liberia (GoL), and in 2018, the peacekeeping mission departed after 14 years in the country.

Liberia's human development remains low, ranking 176 out of 189 countries in the 2019 Human Development Index<sup>10</sup> and 155 out of 162 countries in the 2018 Gender Inequality Index.<sup>11</sup> While Liberia has succeeded in sustaining peace, a number of existing key conflict triggers were identified in the GoL's Strategic Roadmap for National Healing, Peacebuilding and Reconciliation (2013-2030). These included suppressive cultural practices against women, sexual and gender based violence (SGBV), distrust in institutions, a sense of injustice, perception of widespread corruption and a culture of impunity.<sup>12</sup> There are also various structural barriers to Liberian women's participation in peace and security processes, including an inadequate representation of women in national and local decision-making processes; insufficient and unequal access to natural and economic resources; gender discriminatory relations within society, and a poorly developed community infrastructure.<sup>13</sup> In addition, women in Liberia continue to face discrimination socially, politically and economically due to strong gender stereotypes, customary inequalities, high rates of SGBV, insufficient access to justice, a lack of accountability for human rights abuses and harmful traditional practices.<sup>14</sup>

Women's political representation in Liberia is low, with only 11.7% of women holding a share of seats in parliament in 2018.<sup>15</sup> Dominant traditional and cultural perceptions that women belong at home and that matters such as security are a man's domain exacerbate the exclusion of women from peacebuilding processes and discredit their contribution, hindering a sustained peace.<sup>16</sup>

Border closures due to the 2014 Ebola outbreak, and more recently the 2020 COVID-19 pandemic have had a significant impact on the livelihoods of Liberians, hampering trade and travel and increasing tensions for border communities such as within the Mano River Union.<sup>17</sup>

In 2017, the Gender and Security Sector National Taskforce (GSSNT) reported that only 3% of the AFL comprised of women, the lowest when compared with other Liberian security sector institutions (SSI) such as the Liberia National Police (LNP) recording 19% women in 2018, the Liberia Immigration Service (LIS) at 29% in 2018 and the Liberia Drug Enforcement Agency (LDEA) at 15% in 2018.<sup>18</sup> Liberia's Second Phase

NAP on WPS sets a target of 10% women in the AFL by 2023.<sup>19</sup> As of December, 2020, the AFL reports that of the total 1,858 members, 81 (4.4%) are women, which includes 4.3% of officers that are women (six female and 134 male) and 4.4% of enlisted personnel that are women (75 female and 1,643 male).<sup>20</sup>

The GoL endorsed second NAP on WPS (2019-2023) released in November 2019 includes a whole component aimed at increasing the number of female personnel in SSIs. Output 3.3 of Pillar 3 in the NAP<sup>21</sup> calls for the increased participation and leadership of women and young women in SSIs including the armed forces. Activity 3.3.1.1 calls for the “GSSNT to enhance advocacy efforts to increase women’s participation in SSIs including capacity-building for the GSSNT on WPS issues and encouraging MoD and MoJ and to draft gender policies similar to the LNP”.<sup>22</sup> The MoD and GSSNT are listed as two of the responsible ministries and coordinating partners, with a budget of USD 500,000 over four years for implementation.<sup>23</sup>

To date, the MoD and AFL have not yet released a gender policy or action plan to address issues of low female representation. However, in early 2020, the GoL partnered with UN Women Liberia to conduct an institutional gender assessment of the MoD and AFL, in order to develop a gender policy and five-year participatory action plan with the goal to strengthen the capacity of the gender unit and provide technical support to mainstream gender in the MoD and AFL. This project is underway and due for completion mid-2021.

Theory of Change (ToC) Liberia’s Second Phase NAP on WPS;

*If (1) women, young women and girls are empowered at all levels and can lead early warning and conflict prevention mechanisms, and if (2) perpetrators of SGBV are held to account and survivors have access to comprehensive and timely redress, and if (3) women’s capacity and influence to engage in the peace process is strengthened and their participation is increased, and if (4) women, young women and girls participate in and benefit from peacebuilding and recovery efforts, then (5) conflict prevention efforts and peace agreements will be more successful and sustainable, women and girls will be safer and their human rights respected, security reforms will benefit all, and economic recovery will be accelerated, because (6) women, young women and girls’ participation at all levels is proven to shift power dynamics towards peace, inclusiveness and equality, and including them in recovery efforts brings broader benefits to communities and the country, and counters terrorism.<sup>24</sup>*

This ToC focuses on the participation of women, young women and girls at all levels to shift power dynamics towards peace, inclusiveness and opportunity. Identifying and addressing barriers to women’s meaningful participation in UN peace operations through the conduct of a barrier assessment is vital to realizing this goal.

### **3. Baseline Data**

In 2017, the Gender and Security Sector National Taskforce (GSSNT) reported that 3% of the AFL comprised of women.<sup>25</sup> Liberia's Second Phase NAP on WPS sets a target of 10% women in the AFL by 2023.<sup>26</sup> In December, 2020, the AFL CoS reported that the AFL consisted of 1,858 members; 140 officers and 1,718 enlisted personnel.<sup>27</sup> Of the total 1,858 members, 81 (4.4%) are women, which includes 4.3% of officers that are women (six female and 134 male) and 4.4% of enlisted personnel that are women (75 female and 1,643 male).<sup>28</sup>

### **4. Implementation Strategies**

The conduct of a barrier assessment by UN Women Liberia and the KAI seeks to analyze gaps within the AFL in the specific Liberian context. The Liberia MoD acknowledges the need for high-level ownership of the assessment and commits to addressing the outcomes to ascertain the nature and extent of obstacles impeding the deployment of trained and qualified women peacekeepers. Through the UN Women Project Management Team and the KAI Assessment Team, the assessment will assess the degree to which Liberia is positively (opportunities) or negatively (barriers) affected by each of the 10 issue areas identified in the 'Measuring Opportunities for Women in Peace Operations' (MOWIP) methodology, and subsequently develop indicators to measure each barrier within the Liberian context by identifying which challenges are unique to both women and men. Taking into account advice from the EIF, DCAF and Cornell University, the MoD intends to (where appropriate) use the outcome of the barrier assessment to identify evidence-based good practices that can potentially be replicated by the LNP and other SSI's. At the conclusion of the assessment, a country specific strategy will be developed, deciphering how to allocate resources efficiently for both quick, short-term improvements in women's meaningful participation to peace operations (such as a percentage increase), as well as longer term initiatives that lead to a sustainable increase. The MoD in partnership with UN Women Liberia will then submit a Letter of Interest (LOI) for further funding to address these barriers in Liberia.

The KAI in partnership with UN Women Liberia will utilize the MOWIP methodology under the guidance of the Geneva Centre for Security Sector Governance (DCAF) and Cornell University. The full extent of the methodology will be applied to ensure a comprehensive approach to the research, including the three data collection tools; the institutional fact-finding form, a set of 30+ expert/elite interviews conducted with key GoL and AFL personnel (including those focused on peacekeeping and peace operation deployments), and the conduct of a survey of at minimum 190 women and 190 men of the AFL. Where there is not 190 serving women, alternative measures will be put in place, such as contacting ex-serving women or utilizing quota sampling.

In partnership with Cornell University, the project and assessment team will then analyze the data to produce two barrier assessment reports. Firstly, a confidential detailed report will be released to the MoD and AFL, leading into a validation workshop to then produce a range of recommendations. The report will contain de-identified data and will be handled with the utmost security, and only contained on secure

servers. Secondly, a public report with all sensitive and classified information removed will be released following the MoD and AFL's approval. The MoD and AFL will have full authority to decide on what information will be included and disregarded in the public report.

## 5. Project Management and Coordination arrangements

As per the resource requirements listed in Annex A, the barrier assessment of the AFL will be led by UN Women Liberia, in partnership with the KAI. Liberia seeks to implement *Partnership Model B* with Cornell University, as depicted in the *MOWIP Explainer 1, Box 1.1*. UN Women Liberia and the KAI will collect the data and in partnership with the Cornell Lab process and analyze the survey data. Cornell will provide support and capacity building to UN Women Liberia and the KAI as required. UN Women Liberia and the KAI will then draft the MOWIP report.

**Project Management Team (PMT).** The PMT will be led by UN Women Liberia to support coordination with the KAI and the GoL. UN Women Liberia will assign an International Programme Specialist (IPS) and a National Project Officer to coordinate and manage the project. The National Project Officer will be tasked with the responsibility of developing plans, reporting to the donor organization on the implementation of activities, achievement of results, and financial accountability of the project. The National Project Officer will also coordinate activities between the KAI and the MoD ensuring that all the activities are complementary, and that implementation and monitoring of the project is in line with the endorsed work plan and M&E framework. Additionally, UN Women Liberia will assign a Technical Specialist to ensure the overall technical quality of the barrier assessment, and increase the capacity of the KAI, AFL and MoD.

**Assessment Team.** The KAI Assessment Team will include a Lead Researcher, two assessment team members, and six enumerators. The Lead Researcher will be responsible for leading, managing and coordinating the assessment team members and enumerators, and reporting on progress to the UN Women PMT. The two assessment team members will be responsible for conducting interviews in conjunction with the Lead Researcher and UN Women PMT. The enumerators will be responsible for implementing the survey in conjunction with the KAI Assessment Team and UN Women PMT.

**UN Women Liberia.** UN Women Liberia<sup>29</sup> has been present in Liberia since 2004 and is one of the biggest UN Women offices in West Africa. UN Women has taken great strides in advancing the WPS agenda in Liberia through the implementation of its first NAP on UNSCR 1325. This process was spear led by the MGCSP, the MoD and the Ministry of Justice. This is also evidenced by the new Government's efforts to develop and endorse the second phase of the NAP WPS (2019-2023) and the strengthening of the gender and security task force whose duty was to mainstream gender into policies, tools and plans of the Security Institutions. At the community level, UN Women has supported rural women through the Peace Hut Initiative. Peace huts have become a peacebuilding and conflict resolution mechanism as well as a powerful platform for the elimination of Sexual and Gender Based Violence and the strengthening of women's leadership and economic empowerment. The integrated approach used to provide support to

38 Peace Huts has contributed to reducing gender inequalities at the community level and sustain peace. Through the application of skills acquired, the Peace Huts are playing critical roles in promoting peace and resolving conflicts. These women have served as local peace makers for more than a decade and because of their work, in 2019 they received the UN Population award for their dedicated service to peace and security agenda in Liberia.

Having developed good working relationships with the GoL and women's organizations, UN Women Liberia has advanced a number of key initiatives including the establishment of the Gender and Security National task Force, the development of Gender Policies for Security Institutions and Line Ministries. These include the Liberian National Police, the Bureau of Corrections, the Liberian Fire Service and the Ministry of Justice among others. In 2018, UN Women Liberia facilitated a gender audit and development of an Administrative Instruction on Gender and Human Rights for the LNP<sup>30</sup> and most recently, aided the conduct of an institutional gender assessment of the AFL, with the intent to draft a gender policy and five-year action plan for the AFL and MoD in early 2021.

**Kofi Annan Institute for Conflict Transformation (KAI).** The University of Liberia established the KAI<sup>31</sup> in 2006. Specializing in policy research on gender, security, equality, peace, social justice, human rights and development, the KAI prioritizes diversity and inclusion in both staff and students. The KAI has had a long-standing relationship with the GoL, MoD and AFL more specifically, working on a number of projects towards the advancement of women, peace and security and a gender-sensitive force including;

- Creation of the Security Sector Reform Think Tank, 2016 with UNDP/UNMIL
- Cooperation with NUPI on Gender-Based violence, 2015-2018
- Cooperation with the Ivorian Social and Economic Research Centre, 2014
- Cooperation with Welthungerhilfe on food security, 2012
- Cooperation with Medica Mondiale, 2011
- Cooperation with MOGD/UNDP, 2011
- National Initiative for Peaceful Elections, 2011
- Youth Leadership Training with Being Involved, The Netherlands, 2012

The KAI also has experience working with DCAF and Cornell University, most recently on *Development in Legislative Progress in West Africa*, and the *Yes to Peace* Project.

The KAI seeks to develop itself as the Centre of Excellence for policy research and dialogue on peace, conflict, security, gender and development in Liberia. It is determined to develop the highest level of competencies in conflict, peace, security, gender, and development studies and to foster the deployment of such competencies and talents to all aspects of Liberia's national recovery project. The Institute offers both short-term certificate and academic degree courses, operates a policy watch, and security sector think tank.

Further information including biographies of the project/assessment team is contained in Annex A.

## 6. Workplan, Risk Management and Assessment Plan Timeline

A workplan, including identified major project specific risks and an explanation of how they will be managed is located at Annex B. An Assessment Plan Timeline is located at Annex C.

## 7. Detailed budget

A detailed budget is located at Annex D (attachment).

## 8. Accounting policy and procedural requirements

As a UN entity, UN Women Liberia have an automated accounting system that is centrally controlled by UN Women HQ. The system allows for the recording of financial transactions from other UN agencies, including allocation of expenditures in accordance with the respective components, disbursement categories and sources of funds. Controls are in place for the preparation and approval of transactions, ensuring that all transactions are correctly made and adequately explained. General ledger and subsidiary ledgers are reconciled at least monthly, and explanations are provided for significant reconciling items. The International Public Sector Accounting Standards (IPSAS) is utilized as the financial reporting, monitoring and accountability mechanisms to track the use of funds. UN Women Liberia is subject to two kinds of audits conducted by UN Women HQ annually; the Implementing Partners Audit and Country Office Audit. The selection of this audit is decided by UN Women HQ. UN Women Liberia intends to receive the full amount of funds to then distribute to the KAI as appropriate.

## 9. Compliance with Elise TOR eligibility requirements

This detailed proposal;

- a. demonstrates clear national ownership and is signed by **Minister of Defense**.
- b. meets the requirements of the [UN Human Rights Due Diligence Policy](#) – HRDDP (**assessment not required due to funds being transferred and managed by a UN entity**);
- c. meets the requirements of the [UNDP Harmonised Approach to Cash Transfer Policy](#) – HACT (**Annex E - Attachment**); and
- d. agrees for the Elsie Initiative Fund Secretariat to use data from the assessment to compile an anonymized overview report. The EIF requires access and use of the de-identified information contained in the barrier assessment report.

## Annex A: Human Resource Requirements

Human Resource Requirements		
Role:	Duties and skills required:	Profile:
<b>International Programme Specialist (UN Women)</b>	<b>Duties:</b> <ul style="list-style-type: none"> <li>- Oversee all aspects of the UN Women Project Management Team (PMT)</li> </ul>	<p>Cristina Fernandez Escorza is a women, peace, security and humanitarian action programme Specialist with 15 years of experience in development work with focus on gender equality and women’s empowerment. She has more than 10 years of experience in programme management and has worked with multilateral organizations like UNDP and UN Women in developing and post-conflict countries such as Nicaragua, Uganda, Timor-Leste and Liberia. Cristina has previous experience working with security institutions in peacebuilding context, in the rule of law and mainstreaming gender in security reforms. For the last two and a half years she has supported security institutions and Line ministries in Liberia to conduct gender audits and develop and implement gender policies as a way of promoting institutional gender mainstreaming.</p>
<b>National Project Officer (UN Women)</b>	<b>Duties:</b> <ul style="list-style-type: none"> <li>- Commence prior/hands on for project duration</li> <li>- Coordinator/point of contact for AFL, MoD, KAI and Cornell University</li> <li>- Provide administrative and logistical support</li> <li>- Support KAI to write narrative and financial reports</li> <li>- Ensure appropriate project management measures are put in place and the milestones and targets are achieved in a quality and timely manner</li> <li>- Review quarterly project reports of implementing partners</li> <li>- Support technical specialist and lead researcher in implementing survey and conducting interviews</li> <li>- Manage budget</li> <li>- Manage reporting to donors</li> <li>- Main point of contact to stakeholders</li> <li>- Manage communication strategy to key stakeholders</li> </ul>	<p>Kofi Albert Ireland holds a master’s degree in International Relations and a bachelor’s degree in Sociology and Public Administration from the University of Liberia. He has over 18 years of experience working in the UN system in the areas of Civil Affairs and Gender Affairs with the UN Mission in Liberia and currently as a Rule of Law Programme Officer with UN Women. In his current role, he works with security institutions in developing gender policies and conducting gender assessments and provides support to women institutions in the areas of capacity building. In his previous roles, he supported the restoration of state authority, peace consolidation and peace building. He has also worked in the field of child protection and supported the reintegration of over 45,000 ex-child soldiers into families.</p>

	<ul style="list-style-type: none"> <li>- Secure access and permission to implement assessment and specifically all three data collection tools</li> </ul> <p><b>Skills required:</b></p> <ul style="list-style-type: none"> <li>- Project management</li> <li>- Knowledge of AFL/Liberian context</li> <li>- Gender perspective/WPS advocate/SME</li> <li>- Transformational change management experience</li> <li>- Facilitation and communication skills</li> </ul>	
<p><b>Technical Specialist (UN Women)</b></p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>- Build the capacity of the KAI on data collection, workshop facilitation, conducting barrier assessments</li> <li>- Ensure the overall technical quality of the barrier assessment</li> <li>- Implement survey country wide, IAW sampling strategy and in partnership with the KAI</li> <li>- Work in partnership with the KAI to conduct interviews</li> <li>- Quality control of survey while being implemented</li> <li>- Ensure compliance with methodology</li> <li>- Guide AFL/MoD through the complete process</li> <li>- Develop assessment plan along with the KAI-</li> <li>- Coordinate with the gender unit and senior management at the MoD to ensure the roll out of the assessment</li> <li>- Ensure data quality control</li> <li>- Facilitate workshops jointly with the KAI</li> <li>- Strengthen capacity of enumerators on working with military personnel and understanding the AFL culture</li> <li>- Assist with training enumerators on interview skills, including empathy, emotional intelligence and how to respond to disclosures of SGBV</li> </ul> <p><b>Skills required:</b></p>	<p>Sarah Brown is a human rights and gender practitioner with expertise in civil military engagement, humanitarian responses and protection. Sarah has served over eight years in the Australian Defence Force, initially as a Logistics Officer and now as a Gender Advisor under Australia’s commitment to United Nations Security Council Resolution (UNSCR) 1325 Women Peace and Security (WPS). Sarah has experience working with people seeking asylum, refugees, victims of human trafficking, child marriage and in immigration detention monitoring, and between 2017 and 2018 Sarah was a member of the Australian Red Cross International Humanitarian Law Committee. In 2018, Sarah worked at the United Nations (UN) Women headquarters in the Ending Violence Against Women section to assist with the drafting of the UN Secretary General’s report on Violence Against Women, Female Genital Mutilation and Trafficking. Sarah has also worked for the UN/European Union (EU) Spotlight Initiative, aimed at eliminating all forms of violence against women and girls. Between 2018 and 2020, Sarah worked for the Jesuit Refugee Service on a project supporting asylum seeking and refugee women in Australia who have experienced sexual or gender based violence (SGBV). In 2019, Sarah was selected by Monash University to conduct the prestigious Youth Fellowship in Gender, Peace and Security, and has since been employed by the University as a Research Officer, looking into Gender Advisors in the Australian Defence Force. Sarah now works as an international consultant to UN Women Liberia, providing technical support in the mainstreaming of Gender into the Ministry of National Defense (MoD) and the Armed Forces of Liberia (AFL). Sarah completed undergraduate studies in politics and international relations</p>

	<ul style="list-style-type: none"> <li>- Experience working in peace and security in a military context</li> <li>- Knowledge of AFL/Liberian context</li> <li>- Gender perspective/WPS advocate/SME</li> <li>- Trusted by senior personnel and commanders at all levels</li> <li>- Facilitation skills</li> <li>- Skills in research, particularly conducting surveys and interviews, and implementing research methodologies</li> </ul>	<p>and holds a Diploma of Project Management and Master of Human Rights.</p>
<p><b>Lead Researcher (Kofi Annan Institute)</b></p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>- Work closely with Project Manager and the Technical Specialist</li> <li>- Oversees contextualization of the MOWIP methodology and implementation of the data collection tools</li> <li>- Conduct key decision maker interviews</li> <li>- Primarily responsible for filling in the fact-finding form</li> <li>- Oversee/manage implementation of the survey</li> <li>- Lead Assessment Team</li> <li>- Undertake all duties of assessment team</li> <li>- Support the National Project Officer to secure access and permission to implement assessment and specifically all three data collection tools</li> <li>- Write narrative reports to UN Women Liberia</li> <li>- Develop financial reports to UN Women Liberia</li> <li>- Employ enumerators</li> <li>- Assist in training enumerators</li> <li>- Facilitate workshops jointly with the Technical Specialist</li> </ul> <p><b>Skills:</b></p> <ul style="list-style-type: none"> <li>- WPS SME</li> <li>- Qualitative and quantitative research skills</li> <li>- Report writing expertise</li> <li>- Project Management skills</li> </ul>	<p>T. Debey Sayndee is the Professor and Director of the Kofi Annan Institute for Conflict Transformation (KAICT) at the University of Liberia. Debey is a highly motivated Researcher, Community Development Practitioner, Conflict Analyst with extensive skills in Monitoring and Evaluation. He is team builder and works for the personal growth of institutions and individuals. He has worked for many years on the complex nexuses of the conflicts in West Africa, particularly Liberia and Sierra Leone. He served as consultant for the UN, University of Wyoming, and Women’s Campaign International, on peace, security and development issues. Debey established links with King’s College London and University of Bradford with a project: Re- inventing Higher Education in Post-war Liberia for Conflict Transformation and Peace-building. He did his undergraduate at the University of Liberia, and post graduate at the University of Wales, UK. He studied at Uppsala University, Sweden; Jos, Nigeria; and Cornhill, London, in conflict research, development, and leadership development respectively. In recent years, he has done impact assessment and monitoring and evaluation of projects relating to:</p> <ul style="list-style-type: none"> <li>- Being Involved/Youth Leadership Training Program – impact assessment of training on communities and trainees for conflict prevention and personal discovery and development.</li> <li>- OECD – Government of Liberia and its International Development Partners – Monitoring and evaluation of synergies and cooperation for effective governance and development.</li> <li>- Civil Peace Service – impact assessment of program for compliance, target population (students and communities, peace structures, human resource development and quality of program delivery)</li> </ul>

	<ul style="list-style-type: none"> <li>- Facilitation skills</li> <li>- Trusted by senior personnel and commanders at all levels</li> <li>- Experience conducting research/using research methodology</li> </ul>	<ul style="list-style-type: none"> <li>- UN Women: Women Peace and Security training – impact assessment of training for building capacities of Liberian female in the Security Sector for performance and promotion</li> <li>- NUPI: Gender based Violence and Access to Justice – monitoring and evaluating the re-traditionalization of the Liberian dual legal system.</li> <li>- Security Sector Reform Think Tank/UNDP – monitoring and evaluation: communities’ participation in Rule-of-Law and gender mainstreaming of the Security Sector.</li> </ul> <p>He has worked in civil society for many years and is a strong advocate on Women’s rights issues, and the quest for a Peace-able world. He is a Public Speaker, Facilitator, Trainer, Radio Broadcaster, and Mediator. He has contributed several publications, and edited a book: A History of Liberia’s Future, and co-published: African Truth Commissions and Social Mobilization and the Ebola Virus Disease in Liberia. He completed tenure as Visiting Scholar, University of Michigan African Presidential Scholars Program (2010/2011) researching Social Cohesion After Violent Conflicts- Liberia: Lessons from Rwanda, South Africa, and Ghana.</p>
<p><b>Assessment Team (Kofi Annan Institute)</b></p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>- Understand subtleties of gender related research design</li> <li>- Interpret findings from a gender perspective</li> <li>- Survey design, implementation (programming survey into tablets, using software) and analysis</li> <li>- Ability to draw a sample frame and determine the correct number of surveys to implement</li> <li>- Conduct, transcribe and analyze interviews</li> <li>- Data analysis using statistical software</li> <li>- Localization of the survey</li> <li>- Translate the findings into a policy-relevant report that is understandable and useful to the AFL</li> <li>- Present assessment results</li> <li>- Facilitate discussions to validate and contextualize findings</li> <li>- Facilitate development of recommendations in collaboration with security institution</li> </ul>	<ol style="list-style-type: none"> <li>1. Julius J. Togba (male)</li> <li>2. Josephine W. Capehart (female)</li> </ol>

	<p><b>Skills:</b></p> <ul style="list-style-type: none"> <li>- Strong understanding of local/national context</li> <li>- WPS SME</li> <li>- Qualitative and quantitative research skills</li> <li>- Report writing expertise</li> <li>- Project Management skills</li> <li>- Facilitation skills</li> <li>- Trusted by senior personnel and commanders at all levels</li> <li>- Command of Liberian Kreyol / Kolokwa to assist with translation of questions written in American English</li> </ul>	
<p><b>Enumerators (Kofi Annan Institute)</b></p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>- Interview a minimum of 190 female and 190 male AFL personnel</li> <li>- Collect data from interview on a tablet</li> <li>- Understand nuance of how to ask survey questions</li> </ul> <p><b>Skills:</b></p> <ul style="list-style-type: none"> <li>- Understand AFL culture and basic research ethics</li> <li>- Command of Liberian Kreyol / Kolokwa to assist with translation of questions written in American English</li> <li>- Ability to convey survey and interview questions</li> <li>- Understand methodology</li> <li>- Communication skills</li> <li>- Interviewing skills</li> <li>- Empathy/emotional intelligence</li> <li>- Survey experience</li> </ul>	<ol style="list-style-type: none"> <li>1. Felesu Swaray (male)</li> <li>2. Arthur K. Johnson (male)</li> <li>3. Julia O. Nagbe (female)</li> <li>4. Lusu K. Bernard (female)</li> <li>5. Kebeh Y. Toe (female)</li> <li>6. Comfort M. Gray (female)</li> </ol>
<p><b>MOWIP Working Group (AFL/MoD representatives)</b></p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>- Represent different departments and levels of decision making within the AFL</li> <li>- Support the assessment process at the strategic, operational and tactical levels</li> </ul>	<p>MoD/AFL Gender Project Team:</p> <ol style="list-style-type: none"> <li>1. Edwina Carr – Director Operations/Gender Coordinator for MoD</li> <li>2. Jackson Gbanmie – Deputy Gender Coordinator for MoD</li> <li>3. Master Sargent Joyce Akoi – Administrative Clerk for AFL</li> </ol>

	<b>Note:</b> the working group members are not managed by the Project Manager and salaries not covered by the project	<ol style="list-style-type: none"><li>4. Edwin Smith – Senior Administrative Officer/Manpower Plans for AFL</li><li>5. Rosemary Flomo – Nurse (screener) for AFL</li></ol>
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## Annex B: Workplan and Risk Management

Workplan and Risk Management – Barrier Assessment – Elsie Initiative Fund										
Outcome	Output	Activity	Timeframe	Responsible party	Indicators and means for verification (MoV)	Risks and responses	Remarks			
<b>1. Preparation</b>	Produce a detailed plan agreed upon by MoD/AFL, UN Women, Kofi Annan Institute, EIF, DCAF and Cornell University.	<b>1.1</b> Secure permissions. <b>COMPLETED.</b>	1-3 months.	Project Manager (UN Women).	An approved plan with localized survey questions that has been socialized with all stakeholders.	<b>Risk:</b> Lack of political will. Barrier Assessment outcomes not supported by MoD/AFL.  <b>Response:</b> Planned meetings with senior leadership on a monthly basis. Weekly reports to key stakeholders.	<b>Activity 1.1</b> has been <b>completed</b> . CoS AFL was briefed and subsequently drafted and signed letter of support included as cover letter in proposal.			
		<b>1.2</b> Seek and gain access to AFL (including ethical clearance if required). <b>PARTIALLY COMPLETED.</b>								
		<b>1.3</b> Planning.	4-6 weeks.					Project Manager (UN Women), Assessment Team (KAICT).	<b>Risk:</b> Low participation of stakeholders. Setbacks in localization process.  <b>Response:</b> Statement of support from senior leadership; contact and follow-up via e-mail and phone.	<b>Activity 1.2</b> is <b>partially completed</b> ; CoS has approved access to AFL as above. Once proposal is approved ethical clearance will be sought (if required).
		<b>1.4</b> Brief all stakeholders.	1-week localization workshop (assessment team, enumerators , AFL to localize the survey).							
		<b>1.5</b> Train enumerators.	Enumerator training and survey preparation Enumerator training (3 days)							
		<b>1.6</b> Pilot survey with enumerators and second localization process, based on feedback from pilot.	2 days for pilot. 1 day for localization post-pilot survey.							

		1.7 Strategize for the fact-finding form.		Project Manager (UN Women), Assessment Team (KAICT), MoD/AFL WG.			
<b>2. Implementation</b>	Answer a pre-designed, 200-question template, to inform a Fact Finding Form about peacekeeping deployment.	2.1 Desk review of current policies and procedures.	3-6 months.	Project Manager (UN Women), Assessment Team (KAICT).	<p><b>Indicator:</b> Fact Finding Form developed in a participatory manner.</p> <p><b>MoV:</b> List of people consulted and documentation of Fact Finding Form process.</p> <p><b>Indicator:</b> Institutional Factsheet Adopted.</p> <p><b>MoV:</b> Statement of acknowledgement by MoD/AFL. Number of surveys and key decision maker interviews conducted.</p>	<p><b>Risk:</b> Gatekeepers of data for fact-finding form are unresponsive or do not release the necessary data.</p> <p><b>Response:</b> Ensure support from senior leadership, keep WG informed of any issues and ensure good communication with key institutional stakeholders regarding the MOWIP assessment, what the work entails and the fact that it has top-level approval.</p> <p><b>Risk:</b> Low return rate of surveys, low participation in interviews.</p> <p><b>Response:</b> Statement of support from senior leadership; contact and follow-up via e-mail and phone. Draw support from stakeholders within the MoD/AFL.</p>	<p>Qualitative and quantitative data from various national sources will be obtained by conducting various interviews and surveys.</p> <p>The survey sample needs to be carefully designed so that it is representative and includes personnel of different ranks with and without deployment experience, and an equal mix of men and women.</p>
		2.2 Draft interview questions.		Project Manager (UN Women), Assessment Team (KAICT).			
		2.3 Draft quota sampling for survey.		Project Manager (UN Women), Assessment Team (KAICT), Enumerators.			
		2.4 Conduct interviews with key decision-makers for peacekeeping in the AFL and MoD, as well as and other relevant stakeholders.		Project Manager (UN Women), Assessment Team (KAICT).			
		2.5 Conduct quota survey.		Project Manager (UN Women), Assessment Team (KAICT).			

						<p>Ensure easy access provided i.e. mobile internet data provided to participants, travel facilitated if required.</p> <p><b>Risk:</b> Delays due to COVID-19 travel restrictions, lockdowns, etc.</p> <p><b>Response:</b> Assistance with tasks sought from UN Women Liberia and other stakeholders in location. Extensions granted where required. Interviews/surveys/focus groups moved to online format (i.e. Zoom).</p>	
<b>3. Data</b>	In conjunction with Cornell University, data will be processed, analyzed, stored and a report drafted.	<b>3.1</b> Data processed and analyzed.	2-3 days training on data analysis.  4-12 weeks to clean data.	Project Manager (UN Women), Assessment Team (KAICT), Cornell University.		<p><b>Risk:</b> Concerns from MoD/AFL leadership on confidentiality of data.</p> <p><b>Response:</b> Organize meeting with Cornell, DCAF and UN Women to discuss data confidentiality agreement and answer any questions.</p>	
		<b>3.2</b> Report drafted.					
<b>4. Validation process</b>	The Project Manager and Assessment Team will analyze and contextualize the	<b>4.1</b> Draft workshop list of participants.	2-3 days for workshops.	Project Manager (UN Women), Assessment Team (KAICT).	<b>Indicator:</b> Barrier Assessment Report developed in a participatory manner.	<b>Risk:</b> Participants unable to travel due to COVID-19 restrictions.	The Barrier Assessment Report will assess the MoD and AFL against the 10
		<b>4.2</b> Draft internal Barrier Assessment Report.					

	<p>findings. Findings will be validated by the MoD/AFL during a validation process. The Project Management Team in collaboration with the AFL will produce recommendations in two reports; internal and external.</p>	<p><b>4.3</b> Develop a concept note and agenda to facilitate validation workshop for the Barrier Assessment Report.</p>			<p><b>MoV:</b> List of people consulted and documentation of Barrier Assessment Report development process.</p> <p><b>Indicator:</b> Barrier Assessment Report Adopted.</p> <p><b>MoV:</b> Statement of acknowledgement by President.</p>	<p><b>Response:</b> Assistance with tasks sought from project team in location. Extension considered where appropriate. Workshop potentially moved to online format (i.e. Zoom).</p> <p><b>Risk:</b> Concerns from MoD/AFL leadership on sensitive information in report.</p> <p><b>Response:</b> AFL/MoD edit report to remove any sensitivities/information they do not want released in the public report. Hold an oral report prior to the validation workshop in order to prepare the MoD/AFL to some of the potentially sensitive findings.</p> <p><b>Risk:</b> Project cost-overrun.</p> <p><b>Response:</b> Seek support and guidance from DCAF and Elsie Initiative Fund. Manage project budget early and consistently throughout project.</p>	<p>barriers for female peacekeepers;</p> <ol style="list-style-type: none"> <li>1) Eligible Pool</li> <li>2) Deployment Selection</li> <li>3) Deployment Criteria</li> <li>4) Household Constraints</li> <li>5) Top Down Leadership</li> <li>6) Accommodation and Equipment</li> <li>7) Negative Experiences</li> <li>8) Redeployment</li> <li>9) Gender Roles</li> <li>10) Social Exclusion</li> </ol>
		<p><b>4.4</b> Facilitate a workshop to validate findings and collect missing information.</p>					
		<p><b>4.5</b> Incorporate recommendations and good practice narratives from participants into the Barrier Assessment Report.</p>					
		<p><b>4.6</b> Produce a publicly available report from which sensitive/personally identifiable data will be removed.</p>					
		<p><b>4.7</b> Submit both internal and external Barrier Assessment Reports for approval by Senior Management within MoD/AFL.</p>					

						<p><b>Risk:</b> Project time over-run.</p> <p><b>Response:</b> Seek support and advice from DCAF and Elsie Initiative Fund. Hold regular team meetings with key stakeholders to ensure timeframes are met.</p> <p><b>Risk:</b> Concerns from MoD/AFL leadership on recommendations.</p> <p><b>Response:</b> Project team meet with MoD/AFL leadership to discuss recommendations.</p>	
<b>5. Report launch</b>	Event to share external Barrier Assessment Report and encourage implementation of recommendations.	<p><b>5.1</b> Conduct public outreach both nationally (including CSOs) and internationally.</p> <p><b>5.2</b> Follow up implementation of recommendations.</p> <p><b>5.3</b> Translate report recommendations into future proposals.</p>	<p>One-week planning and preparation workshop, including national and international public outreach.</p> <p>One day report launch event.</p>	Project Manager (UN Women), Assessment Team (KAICT).		<p><b>Risk:</b> COVID-19 restrictions prevent travel and/or event participation.</p> <p><b>Response:</b> Event moved to online format e.g. via Zoom or social media campaign.</p>	Public outreach and national and international engagement to be included as part of the launch event planning.

## Annex C: Assessment Plan Timeline

	F	M	A	M	J	J	A	S	O	N	D	J	Notes and specific dates
	e	a	p	a	u	u	u	e	c	o	e	a	*Public holiday
	b	r	r	y	n	l	g	p	t	v	c	n	

### Preparation

Write letters requesting permission to do the project													<b>COMPLETED.</b> CoS AFL was briefed and subsequently signed letter of support included as cover letter in proposal.  *Armed Forces Day - 11 Feb 2021
Secure access at all levels (Follow up to letter of request, etc.)													<b>PARTIALLY COMPLETED.</b> CoS has approved access to AFL as above. Once proposal is approved follow up at all levels will occur.
Ethical review (as required)													
Check relevant legal frameworks on data protection, etc.													
Develop plan with security forces for research													

### Fact-finding form

Sign agreement between KAI and UN Women													Commencement dependent on when funds are received from the EIF.  Funds transfer from UN Women Liberia to the KAI approximately one month.  *National Decoration Day - 10 Mar 2021  *Joseph Jenkins Roberts' Birthday - 15 Mar 2021
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<sup>1</sup> United Nations Peacekeeping, 2020, 'Women in Peacekeeping', <https://peacekeeping.un.org/en/women-peacekeeping>.

<sup>2</sup> *ibid*

<sup>3</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023'.

<sup>4</sup> Government of Liberia, 2008, 'National Security Strategy of the Republic of Liberia (NSSRL)'.

<sup>5</sup> Government of Liberia, 2017, 'Revised National Gender Policy (2018-2022)'.

<sup>6</sup> Government of Liberia, 2018, 'Pro Poor Agenda For Prosperity and Development (PAPD)', p. 86.

<sup>7</sup> Economic Community of West African States (ECOWAS), 2002, 'Operationalizing the ECOWAS Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security'.

<sup>8</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 12.

<sup>9</sup> *ibid*

<sup>10</sup> UNDP, 2019, <http://hdr.undp.org/en/countries/profiles/LBR>

<sup>11</sup> UNDP, 2018, <http://hdr.undp.org/en/composite/GII>

<sup>12</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 10.

<sup>13</sup> *ibid*

<sup>14</sup> *ibid*

<sup>15</sup> UNDP, 2018, <http://hdr.undp.org/en/composite/GII>

<sup>16</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 11.

<sup>17</sup> *ibid*

<sup>18</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 17.

<sup>19</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 36.

<sup>20</sup> Liberia Ministry of National Defense, 2020, 'Disaggregated data for AFL'.

<sup>21</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 36.

<sup>22</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 37.

<sup>23</sup> *ibid*

<sup>24</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 23.

<sup>25</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 17.

<sup>26</sup> Government of Liberia, 2019, 'Liberia's Second Phase National Action Plan on Women, Peace and Security 2019-2023', p. 36.

<sup>27</sup> Liberia Ministry of National Defense, 2020, 'Disaggregated data for AFL'.

<sup>28</sup> *ibid*

<sup>29</sup> UN Women, 2020, 'UN Women in Liberia', <https://africa.unwomen.org/en/where-we-are/west-and-central-africa/liberia>.

<sup>30</sup> Vegso, Julianna Papne, 2018, 'Participatory Gender Audit Report, Liberia National Police'.

<sup>31</sup> KAICT, 2020, 'About Us', <http://kofiannaninstitute.org/about-us/>.