

PRODOC TEMPLATE – 3RD PROGRAMMING ROUND (2024)

All sections in all parts are to be completed in full by all Fund applicants

Part One – Applicant Details

FUND RECIPIENT ¹		AUTHORISED SIGNATORY ²	
Organisation Name	UN Women	Organization Name	Armed Forces of Liberia
Organisation Address	One UN House Pan African Plaza 1 st Street, Sinkor Monrovia, Liberia	Organization Address	Headquarters, Armed Forces of Liberia (AFL) Ministry of National Defense Charlie Building, Barclay Training Center (BTC) Monrovia, Liberia
First and LAST NAME	Comfort Lamptey	First and LAST NAME	Geraldine Janet George
Position / Rank / Title	Country Representative	Position / Rank / Title	
Signature and Seal		Signature and Seal	
Date of Signature		Date of Signature	
Email: Official		Email: Official	
Email: Other	N/A	Email: Other	
Address	One UN House Pan African Plaza 1 st Street, Sinkor Monrovia, Liberia	Address	Ministry of National Defense Alpha Building, Barclay Training Center (BTC) Monrovia, Liberia
Telephone Number	+231 770 479 431	Telephone Number	+231 770 443 372

¹ **EIF Fund Recipient:** can be either a **National Government**, and therefore the implementing entity, or a **PUNO** (participating UN organisation) which includes United Nations Agencies, Funds, Programs (AFP) and United Nations missions, also an implementing entity.

- T/PCC as fund recipient: T/PCC **project focal point** is to sign this section.
- PUNO as fund recipient: UN Agency **project focal point** is to sign this section.

² **Authorised Signatory:**

- Where a T/PCC is the fund recipient, the Defence Force Chief / Minister of Defence / Police Commissioner / Minister of Interior must sign this section. Signing this document includes agreement to support the EIF to undergo the HACT and HRDDP (page 2)
- Where a PUNO is the fund recipient in partnership with a T/PCC, the Defence Force Chief / Minister of Defence / Police Commissioner / Minister of Interior and UN Country Head must sign this section respectively.
- Where a UN mission is the fund recipient, the Head of Mission/Force Commander/Director of Mission Support must sign this section.

Project duration – in months <i>The maximum project term is 24 months</i>	24 months	Total Budget Requested in US \$	US \$663,791.89
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Harmonized Approach to Cash Transfers (HACT), and Human Rights Due Diligence Policy (HRDDP) requirements. Please tick each box to acknowledge the requirement to support the EIF to undergo each of the following:

Agree to the HACT requirements, as explained in the [EIF Operations Manual](#) – Section 8.8 Yes No

Agree to the HRDDP requirements, as explained in the [EIF Operations Manual](#) – Section 8.7 Yes No

HRDDP and HACT: Following the conduct of the HACT and HRDDP assessments, please describe the key actions and mitigating measures that the T/PCC has agreed to undertake.

HRDDP: A HRDDP assessment of the AFL was conducted that involved a series of key informant interviews with various stakeholders including the Ministry of Defence (MoD), Armed Forces of Liberia (AFL), UN entities - UN Resident Coordinator Office (UNRCO), UN Women, United Nations Office of the High Commissioner for Human Rights (OHCHR), United Nations Development Programme (UNDP), United Nations Office on Drugs and Crime (UNODC), as well as civil society organizations (CSOs) working in the human rights arena. This process identified risks and proposed mitigating measures, some of which are already underway, while others were acknowledged and noted for action. The HRDDP report with the key mitigation measures was approved on 27th October 2025 by the Minister of Defence – a copy is annexed for reference. Below is a summary of the major risks and their proposed mitigating measures.

Reputational risks associated with the AFL’s proposed project: The MOD and AFL are requested to jointly communicate with EIF and UN Women in Liberia on the AFL’s proposed project, its objectives, activities, and outcomes to relevant governmental and non-governmental organizations and the wider public. Furthermore, the MOD and AFL are requested to ensure proper screening and vetting of all beneficiaries of the support. This includes MOD and AFL personnel in charge of the activities’ implementation, as well as MOD and AFL personnel taking part in activities funded through the Flexible Project Funding.

Risks on the lack of accountability for human rights violations: The MOD and AFL are requested to ensure that the chain of command exists and functions effectively, including ensuring that military police’s investigations into allegations of serious human rights violations by the AFL are carried out diligently and independently and that serious human rights violations cases (such as notably rape, murder, torture) are referred to the Ministry of Justice (MOJ) for further adjudication when appropriate – and not to the Disciplinary Board (which is competent for minor Uniformed Code of Military Justice (UCMJ) offences). Public communications on the cases referred to the MOJ should be issued (in respect of both the presumption of innocence of the suspected/accused person and the right to privacy of the victims).

Risks linked to discrimination against women and gender equality: The MOD and AFL are requested to: 1) Keep developing strong and visible leadership buy-in and support across the command levels of the MOD and AFL on the importance and benefits of equal participation of men and women in the security institutions and the need to

redress inequalities regarding women’s participation. This should include the development of awareness-raising and promotional activities for the equal participation of women at all levels of responsibility, as well as the effective dissemination within the AFL of the Defense Gender policy and other gender-responsive policies and SOPs developed by the AFL. 2) Keep training and capacitating the MOD and AFL’s Gender and Social Inclusion Department’s personnel to respond to any gender related concerns within the AFL, including SGBV.

Risks associated with recruitment, training and promotion in the AFL: The AFL is requested to: 1) Implement a transparent selection process for recruitment of the AFL and for the constitution of a ‘reserve’ for subsequent deployment in peacekeeping operations. 2) Commit to revise its recruitment and retention policy to redress gender imbalance with clear targets and quotas for women and ensure equal opportunities in law and in practice, and to strengthen and expand background checks for recruitment, promotions, or deployment in peacekeeping operations on AFL’s involvement in human rights violations, including a history of SGBV.



Liberia HRDDP_MoD
Minister approval_25

HACT: Not applicable, as UN Women Liberia will be the fund recipient and will have the full programmatic and financial responsibility of the funds.

Elsie Initiative Fund Results Framework: Indicate the **Primary Outcome** that this project will contribute to (tick one box only):

<input type="checkbox"/> Outcome 1: Expanded country specific knowledge of barriers to deployment of women peacekeepers to United Nations peace operations.	<input type="checkbox"/> Outcome 2: Increased meaningful deployment of uniformed women peacekeepers to United Nations peace operations.	<input checked="" type="checkbox"/> Outcome 3: Increased pool of uniformed women eligible to deploy as United Nations peacekeepers.	<input type="checkbox"/> Outcome 4: Improved working and/or living conditions for uniformed women peacekeepers in United Nations peace operations.
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Participating United Nations Organizations (PUNO) who are the main funding beneficiary will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each PUNO in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the Fund’s account. This separate ledger account shall be administered by each PUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the PUNO.

Please check the box to acknowledge

Part Two: Barrier Assessment Summary

Please provide a summary of your Barrier Assessment / MOWIP results below.

Barrier Assessment Title:	Armed Forces of Liberia (AFL) 2022 Report on Results of the Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment
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Date: September 2022

Barrier Assessment Executive Summary. [300-400 words]

- Provide a summary of your barrier assessment results.
- What are the high-priority issue areas identified in the MOWIP barrier assessment?
- What are the key barriers identified to women's meaningful participation in UN deployments?

Summary:

The Measuring Opportunities for Women in Peace Operations (MOWIP) assessment for the Armed Forces of Liberia (AFL) examined the AFL's ability to deploy women to and ensure their meaningful participation in, United Nations (UN) peace operations through ten issue areas. It used three data collection tools: a fact-finding form (FFF), key decision-maker interviews, and a survey. The Kofi Annan Institute for Conflict Transformation (KAICT) team undertook the data collection for this project from October 14, 2021, through April 25, 2022. The report looks at 10 issue areas including eligible pool; deployment criteria; deployment selection; household constraints; Peace operations infrastructure; Peace operation experiences; career value; Top-down leadership, gender roles; and social exclusion. Issue area 10 on social exclusion is seen as a cross-cutting issue areas that have a significant impact on the other 8 impact areas.

High-Priority Issue Areas:

The Barrier Assessment identified three high-priority areas: Issue Area 2 Deployment Criteria, Issue Area 5 Peace operation infrastructure, and the cross-cutting Issue Area 10 social exclusion.

Key Barriers identified:

Key barriers to women's meaningful participation in UN deployments include:

- **Deployment criteria (Issue area 2):** Many personnel who have been deployed do not feel that they have adequate combat, physical fitness, testing, computer, language, or gender-sensitive driving skills that are necessary for deployment.
- **Peace operations infrastructure (Issue area 5):** Access to free reproductive health and mental health and psychosocial support services is lacking for women in the AFL. A high number of survey respondents highlighted the inadequacy of services and infrastructure both in Liberia and while on peacekeeping missions. Because there are not enough women in the AFL to meet the minimum female deployment requirements, those who are eligible often have to extend their time on missions. This means longer periods away from their families, which can strain family relationships and increase stress levels, particularly when reproductive, mental, and family care needs are not adequately supported. Thus, mental health and reproductive care are needed at all stages: before, during, and after peacekeeping deployment.
- **Social Exclusion (Issue area 10):** There are concerns that women in the AFL may face backlash if others perceive them as unfairly selected for peacekeeping missions. Additionally, female soldiers, including single mothers, continue to experience harassment, and there is no policy that considers domestic violence as a reason to exempt someone from deployment. These perceptions and the continued harassment prevent the development of a cohesive armed force and create barriers to successful peacekeeping.

Although not identified amongst the key issue areas as one of the main barriers, the assessment report highlights the very limited number of women in the AFL, estimated at 147 of the total number of 1950 or so soldiers in the AFL, which poses a serious challenge to the deployment of women.

Part Three: Project Details and Rationale

Title of your Project [20-30 words]

Strengthening Armed Forces of Liberia's women active participation in peace and security through deployment to peacekeeping missions

Project description and objectives (rationale): [800 – 1,000 words]

- *Provide a summary of your proposed project.*
- *Why is this project being carried out?*
- *Briefly describe the key objectives, outcomes, outputs and activities³ (see the Results Framework table in Section 6) the project aims to achieve.*
- *For each activity, provide a narrative description that explains what the activity will involve.*
- *Outline the reasons you are applying for EIF funding – what is your organisation's motivation?*
- *What activities are you currently undertaking to increase uniformed women's meaningful participation in UN peacekeeping?*
- *How will this project support and contribute further to these ongoing activities?*

While significant strides have been made, there remains a pressing need to increase the number of women in Liberia's Armed Forces (AFL), ensuring their meaningful participation in UN peacekeeping operations and advancing gender equality in military settings. In September 2022, the Armed Forces of Liberia (AFL) conducted a barrier assessment using the DCAF–Geneva Centre for Security Sector Governance's Measuring Opportunities for Women in Peace Operations (MOWIP) methodology. This assessment evaluated the AFL's capacity to deploy women and ensure their meaningful participation in UN peacekeeping operations. The [Barrier Assessment Report](#) highlighted several critical obstacles, including inadequate access to equipment, infrastructure, and childcare services, as well as insufficient pre-deployment training. Many personnel, particularly women, reported feeling unprepared for the tasks required of them during their missions (**Issue area 2**). Additionally, there were significant challenges related to access to essential services and infrastructure, both in Liberia and during deployments (**Issue area 5**). Harassment, including the mistreatment of women and single mothers in the army, remains a pervasive issue. Notably, domestic violence is not considered a valid reason for removal from deployment, which undermines the creation of a cohesive armed force and poses substantial barriers to successful peacekeeping (**Issue area 10**).

The representation of women in the Armed Forces of Liberia (AFL) remains low, with only 147 women out of 1,950 personnel as of 2023, equivalent to 7.5%. This includes 11.5% of officers (20 out of 173) and 7.1% of enlisted personnel (127 out of 1,777). While this marks some progress over time, the increase has been slow. In 2017, the Gender and Security Sector National Taskforce (GSSNT) reported that women comprised just 3% of the AFL, the lowest among Liberia's security sector institutions at the time. By contrast, in 2018, women represented 19% of the Liberia National Police, 29% of the Liberia Immigration Service, and 15% of the Liberia Drug Enforcement Agency. Liberia's Second Phase National Action Plan on Women, Peace, and Security ([NAP WPS 2019 – 2023](#), which was extended to December 2025), therefore, set a target of 10% female representation in the AFL by 2023, a target that has not yet been met. The persistently low number of women in the AFL continues to exacerbate the barriers

identified in the Barrier Assessment Report, particularly those related to deployment eligibility, infrastructure gaps, and social exclusion.

This proposed project seeks to substantially increase the number of female uniformed personnel in the Armed Forces of Liberia (AFL), thereby enhancing the pool of military women eligible for deployment to UN peacekeeping missions, including in command positions. The project envisions activities such as carrying out national recruitment exercises targeting young women on school campuses, both in secondary and tertiary institutions; nationwide awareness campaigns to challenge societal biases about women in the military and promote military careers as a viable and rewarding option for women; and pre-deployment training to equip female (and male) soldiers with essential skills like combat, driving, languages, and computer use. The project also focuses on strengthening the AFL's Gender and Social Inclusion Department to address issues such as sexual harassment and exploitation, as well as revising key policies related to recruitment, retention, whistleblowing, sexual abuse and harassment. Additionally, the AFL plans to provide female soldiers with necessary support, including hygiene kits, reproductive services, and mental health care, to ensure their well-being and improve their performance before, during, and after deployments. This will promote inclusion and accessibility and facilitate the retention of women in the military. The project will significantly contribute to increasing the number of women enrolled in the AFL from a baseline of 147 women (7.5%) to 450, with the total strength of the military increased to 3,000 over a three-year period, which will eventually lead to the AFL achieving the required target of 15% female deployment.

The ultimate objective of this project is to increase the number of Armed Forces of Liberia's female soldiers who deploy to UN peacekeeping missions, including by addressing pre-deployment deficiencies. This will be achieved through the following outputs and activities.

Output 1 (Responds to Deployment criteria - Issue area 2): Increased number of applications from women to join the AFL with an intent to deploy to Peacekeeping Missions: under this output, the AFL seeks to upscale the number of females applying to join the force who are motivated to pursue deployment opportunities. This will be achieved through national recruitment exercises targeting tertiary and secondary institutions, aiming to increase awareness of deployment-eligible career pathways, the specialized training provided to support women's deployment readiness, and the professional and financial benefits of peacekeeping service. Nationwide awareness-raising campaigns utilizing various communication mechanisms, tools, and channels will highlight the opportunities and advantages of peacekeeping deployment to encourage young women to consider these career opportunities in the AFL, while also challenging negative societal perceptions about women in the military and in deployed operational roles.

Activity 1.1: Conduct national recruitment exercises targeting tertiary and secondary institutions to increase the number of young women interested in enrolling in the AFL. Awareness sessions in school campuses of tertiary and secondary institutions will be conducted to encourage young women to consider career opportunities in the AFL and provide them with the necessary information to apply and be successful in the selection process. As a supporting activity, the AFL will conduct nationwide awareness-raising campaigns using different communications mechanisms, tools, and channels, to challenge biases and negative perceptions about women in the military. Sustained awareness campaigns are expected to shift societal perceptions, leading to greater acceptance of women in military roles, including families becoming more supportive of their daughters pursuing military careers.

Output 2 (Responds to Deployment criteria - Issue area 2): Uniformed women and men of the AFL are equipped with the capacities to be deployed to UN peacekeeping missions: under this output, the AFL will be supported to provide physical fitness, combat readiness, as well as basic literacy and language trainings to women preparing for

deployment to peacekeeping missions. The introduction of pre-deployment trainings, especially for female personnel, will motivate them to sign up for deployment and increase their awareness of what to expect while on missions.

Activity 2.1: Provide structured and non-structured pre-deployment trainings to soldiers of the AFL, with particular attention to female soldiers. During the Barrier Assessment, female AFL soldiers stated that they do not have the skills needed when deployed. Particularly, women noted that a lack of computer, driving, and language skills (the ability to speak French) are large barriers to women when deployed in peacekeeping operations. Therefore, the AFL intends to institutionalize the importance of gender sensitivity as a part of the skills needed for peacekeeping deployment and provide more in-service training on languages, written tests, driving, and computer skills. In addition, the Kofi Annan Institute for Conflict Transformation (KAICT) will develop the peacekeeping training manual and a language (French) course and provide TOT to the trainers of the AFL who will be responsible for delivering the trainings. KAICT will also provide hands-on mentorship and supervision for trainers during the cascading of the training. Furthermore, the training curriculum will include in-service gender training as a means of tackling backlash within the AFL on women's empowerment within the force.

Output 3: (Responds to Issue area 10 - Social Exclusion): The AFL has the capacity, skills, and tools to address SEA and other forms of sexual misconduct.

Activity 3.1: Support the gender and social inclusion department of the AFL/MOD to address complaints of Sexual Exploitation and Abuse (SEA), harassment, and related issues associated with deployment, as well as revise the recruitment and retention policy and develop a whistleblower policy. A major thrust of the project is to build the capacity of the Gender and Social Inclusion Department of the AFL and the Ministry of Defense, using different approaches such as training, workshops, and mentorship opportunities to ensure all personnel are trained on zero-tolerance stance on SEA, sexual misconduct, and harassment. These capacity-building initiatives will enhance the capacity of the Department to sustain the progress beyond the duration of the project and will also contribute to furthering the global women, peace, and security agenda per UNSCR 1325. While the AFL has a gender policy, other critical policies (recruitment and retention, whistleblower, and sexual harassment policies) that could contribute to effective gender mainstreaming are either obsolete or non-existent. As a supporting activity, the AFL will review and revise obsolete policies, such as the recruitment and retention policy, and develop new ones that are non-existent, such as a whistleblower policy. Additionally, the AFL will, like the gender policy, ensure that the revised policies and new ones are translated through orders, directives, and general musters.

Output 4 (Responds to Issue area 5 - Peace operations infrastructure): AFL female soldiers have increased access to free reproductive healthcare and mental health and psychosocial support services.

Activity 4.1: Provide free mental healthcare and reproductive services, including hygiene and dignity kits, to soldiers, especially female soldiers, before and during deployment. Female soldiers have complained about the lack of feminine hygiene products and dignity kits (only 20% of deployed women declared receiving sanitary products during deployment), before and during deployment which has exposed them to ridicule and shame with serious effects on their performance and self-esteem. The AFL seeks to address this issue in this project as an initial start and, thereafter, will use funding from the government's budget for Gender Responsive budgeting to sustain this initiative. In addition, the AFL seeks to provide free mental health and psychosocial support to ensure that the emotional and mental health concerns of female soldiers during deployment are addressed. Although AFL uniformed women show better emotional stability than

AFL men after deployment, they tend to suffer mental health problems during missions, such as anxiety, depression, and even post-traumatic stress disorder. Currently, the low number of females in the AFL is negatively impacting their mental health because keeping them longer on missions away from their families to ensure that Liberia meets the minimum number of female deployments. The AFL intends to address the emerging physical and mental disadvantages to ensure it does not increase the risks of health problems and thus poor performance. In addition, SGBV training will be provided to staff at the 14th Military hospital with a focus on patients' support after sexual abuse.

The AFL is now making efforts to recruit more women and prioritize the experiences of women in the AFL to ensure fairer recruitment and retention processes for female personnel now and in the future. Towards this end, the MoD and the AFL have institutionalized by introducing a standing pre-recruitment training program exclusively for female candidates, which is now embedded in their recruitment protocols. Moreover, the AFL has established a concrete recruitment benchmark over a ten-year planning horizon, including a landmark all-female recruitment cohort scheduled for 2026. These measures collectively demonstrate that gender-responsive recruitment is not simply an initial project focus, but rather a sustained strategic priority integral to the AFL's long-term institutional development and the project's enduring objectives. Moreover, the AFL piloted a nationwide awareness campaign in 2023 which was hugely successful with around 145 women prequalified for recruitment. However, this could not continue due to lack of funding. In addition, the AFL has started to address the issue of inadequate housing for soldiers by renovating additional housing units in the various barracks across the country. The AFL also conducts limited pre-deployment trainings during rotation, which is grossly inadequate to fully prepare the soldiers for the mission due to the cost implications. Consequently, this project will boost the efforts of the AFL and enable it to achieve its objective of 15 percent of female soldiers deployed to peacekeeping missions in the coming years.

Liberia, being a post-war country that has just recently embarked on the restoration of critical social services as well as governance structures, is experiencing so many high and compelling priorities with just meager resources (FY 2024 budget US\$738.8M)¹. Being no exception to the low budgetary allocation from the national government, coupled with the need to urgently address the high-priority barriers identified in the Barrier Assessment Report, the AFL has decided to reach out to the Elsie Initiative Fund and request support.

Currently, Liberia deploys four (two female and two male) military observers to UN peacekeeping missions. Additionally, 1 female and 2 male soldiers are deployed to ECOWAS, and 1 male soldier to the African Union (AU). However, in April 2024, the Chief of Staff/Major General Davidson Forleh of the AFL visited the United Nations headquarters in New York to explore avenues for additional peacekeeping mission opportunities for the AFL. The AFL hopes that with the positive results of the visit, it will have the opportunity to fully deploy to peacekeeping missions in the coming years.

Linkages with national security sector reform (SSR) and governance: (350 - 400 words)

- *How is this project aligned with institutional action plans or gender policies, legal commitments or a national action plan on Women, Peace, and Security?*
- *How will this project and its projected outcomes link into, and support national security sector policies?*
- *What partnerships will the project involve? I.e., Civil Society Organisations (CSO); Research Institutions; Ministries, UN Organisations?*

The project interventions are aligned with the existing government frameworks and priorities outlined in the Liberian Government's Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism (ARREST) Agenda and

its development plans including the Revised National Gender Policy of Liberia, the National Defense Act of 2008⁴ and Phase II of the Liberia National Action Plan on Women Peace and Security. It is also aligned with the United Nations Sustainable Development Cooperation Framework 2022-2024⁵ outcome three, "Sustaining Peace, Security, and Rule of Law: Consolidated and sustainable peace; enhanced social cohesion, rule of law and human rights". This project is linked to and supports the full implementation of the Gender Policy of the AFL/MoD which provides the framework for gender mainstreaming into the AFL. Furthermore, the proposed initiative is aligned with International legal and policy frameworks, specifically, the UNSCR 1325 Women Peace and Security, the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), and the Covenant on Economic, Social and Cultural Rights (CESCR) with the latter two ratified by Liberia in 1984 and 2004 respectively. The proposed initiative will also contribute to Liberia achieving the Sustainable Development Goals (SDGs), specifically, goals 5 on gender equality and 16 on peace, justice, and strong institutions.

Part Four: Project Implementation Strategy

Implementing Strategy [1200 – 1500 words]

This section should describe how you will implement the project and how it will achieve the overall results. You should also identify any unintended consequences that may result from the project and identify measures to mitigate against them.

- *What are the barriers or issues that your project is designed to address - what are the underlying or root causes of these issues?*
- *How will the proposed activities address these barriers?*
- *Describe how the activities will contribute to changes towards achieving gender equality within the security institution.*
- *What changes do you expect to see following the implementation of the project and its activities?*

The project addresses significant barriers that hinder women's participation in the military, including deep-seated gender stereotypes, societal perceptions, and systemic biases within recruitment and operational processes. These barriers are often rooted in cultural norms and a lack of awareness about the roles women can play in the military. The project aims to increase opportunities for women's participation in all aspects and operations of the military, extending beyond mere enrollment to include deployment to peacekeeping missions, disaster management, protection of the country's territorial confines, and providing opportunities for career advancement.

Proposed activities:

- **Targeted recruitment exercises and nation-wide awareness-raising campaigns:** The project will conduct national recruitment exercises targeting tertiary and secondary institutions to increase the number of young women interested in enrolling in the AFL. As a supporting activity, it will implement sustained awareness-raising campaigns to challenge and change the negative perceptions of women in the military, encouraging more women to consider and pursue military careers. These campaigns will target the general public, military families, young women interested in military careers, and male soldiers. The campaigns will feature media promotions, community outreach initiatives, and town hall meetings where serving female soldiers will share their success stories, highlighting how the AFL has transformed their lives and provided them with career opportunities. The campaigns will be conducted nationwide, with special emphasis on regions where

⁴ <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://mod.gov.lr/wp-content/uploads/2022/06/The-Executive-Law-of-1972-Chapter-25.pdf>

⁵ <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://liberia.un.org/sites/default/files/2020-10/UNCDF%20Liberia-Digital%20Version.pdf>

female participation in the military is traditionally low. A mix of traditional and digital media, including radio, television, and social media platforms, will be utilized, alongside in-person community events. Particular attention will be given to engaging rural communities through local radio and outreach, ensuring a wide reach and impact.

- **Training and capacity building of female soldiers:** The project will enhance the readiness of female soldiers for deployment to peacekeeping missions through comprehensive refresher trainings. Customized training curricula will be developed, focusing on key skills required for peacekeeping missions, disaster management, leadership, and other operational areas. Training programs will vary in length, from short courses lasting 1-2 weeks to more intensive programs lasting 1-3 months for advanced skills. The training will be delivered both online via platforms like Zoom and offline through in-person sessions. Online training will ensure accessibility, particularly for women with caregiving responsibilities, such as pregnant women and mothers, by providing recorded sessions for those unable to attend live or who wish to revisit the material, aligning with a Leaving No One Behind (LNOB) approach. Additionally, mobile training teams will be established to conduct regular in-service training across barracks nationwide, ensuring that female soldiers are well-prepared for the demands of peacekeeping missions and other military operations.
- **Support in addressing Sexual Exploitation and Abuse (SEA) and harassment within the AFL:** The project will aim to revise the recruitment and retention policy of the AFL and develop a whistleblower policy. It will support the development of a clear policy outlining the procedures, criteria, benefits, and eligibility for deployment to peacekeeping missions. This policy will help institutionalize gender equality within the military, ensuring that women have equitable access to opportunities for deployment and career advancement. It will also train all personnel to ensure zero tolerance against SEA, sexual misconduct, and harassment. These capacity-building initiatives will enhance the capacity of the AFL to sustain the progress beyond the duration of the project.
- **Service provision:** The project will provide free mental healthcare and reproductive services, including hygiene and dignity kits, to female soldiers, before and during deployment.

Expected outcomes:

Following the implementation of these activities, the project is expected to result in several positive changes:

- **Increased female participation:** There will be an increase in the number of women enrolling and advancing in the military, particularly in peacekeeping missions and disaster management sectors traditionally dominated by men.
- **Enhanced military readiness:** The readiness and capability of female soldiers will be improved, making them more competitive and better prepared for deployment on peacekeeping missions.
- **Cultural shift in perceptions:** The sustained awareness campaigns are expected to shift societal attitudes, leading to greater acceptance of women in military roles. Over time, these efforts are expected to encourage families to embrace the idea of their daughters pursuing careers in the military, reducing cultural barriers and promoting gender inclusivity.

Unintended consequences and mitigation:

While the project is designed to foster positive change, there could be unintended consequences, such as resistance from within the military or broader society, or the risk of reinforcing gender stereotypes if the focus on women is not balanced with broader institutional reforms. To mitigate these risks, the project will include:

- **Stakeholder engagement:** Engaging key stakeholders, including male soldiers, military leadership, and community leaders, to build broad support for the project and ensure its sustainability.
- **Monitoring and evaluation (M&E):** Regular gender-responsive monitoring will be conducted to assess the impact of the activities and to make necessary adjustments. Feedback mechanisms will be established to address any emerging issues promptly.
- **Inclusive communication:** Ensuring that communication strategies emphasize the importance of gender equality for the overall effectiveness of the military rather than framing it as an issue of women's empowerment alone.

Innovation (400 – 500 words)

- Describe how the proposed activities are innovative within your security institution
- What is new or different in your proposed approach that has not previously been applied in your security institution?

The proposed activities represent a significant innovation within our security institution by introducing technology-based approaches that have not previously been applied. T As a post-conflict country rebuilding its armed forces and governance institutions, this project represents a pioneering effort to institutionalize gender equality in a sector historically dominated by men, with deeply embedded structural and cultural barriers.

One of the key innovations is the digitalization of recruitment awareness activities and the application process. Traditionally, these processes have been paper-based and limited in reach. By leveraging widely used social media platforms such as Facebook, X (formerly Twitter), and Instagram, we will expand our outreach, targeting a broader audience. This approach ensures that information about recruitment and opportunities within the Armed Forces of Liberia (AFL) is accessible to a larger segment of the population, particularly younger individuals who are more active on these platforms. The use of social media also allows for real-time engagement and feedback, making the recruitment process more dynamic and responsive. A dedicated team member from the AFL's communications department will manage these social media and online engagements as part of their regular communications functions to ensure consistency and effectiveness.

The digitalization of the recruitment process will not only modernize the system but also make it more competitive. By moving away from paper-based applications to an entirely online system, the process will become more efficient and transparent. Applicants can submit their documents, track their application status, and receive updates through an online portal. This shift towards a digital platform is a direct result of the project and will be implemented by the AFL communications department through a dedicated communication officer who will set up and maintain the online site, ensuring that it is secure, user-friendly, and free from technical issues. The dedicated communications officer will also be responsible for regular updates, bug fixes, and general maintenance. Access to this online site will be strictly restricted and only accessible to the communication officer, the Chief of Staff, and the Deputy Chief of Staff.

Another innovative aspect of the project is the introduction of online refresher trainings. This training will be accessible to personnel from outside the training center, allowing for greater flexibility. The content of these trainings will include mission-specific skills, cultural awareness, and operational procedures, tailored to prepare soldiers for the unique challenges of peacekeeping missions. The online modules will be developed by the AFL in collaboration with external experts, ensuring that the content is comprehensive and up-to-date. The DPO materials will also be simplified and used. This approach not only enhances accessibility but also allows personnel who may

be unable to attend in-person sessions, such as those with caregiving responsibilities, to participate fully in the trainings.

Additionally, the project will establish a mobile team of experienced trainers who will visit barracks nationwide quarterly to provide refresher courses and other necessary support. This team, composed of seasoned military instructors and subject matter experts, will ensure that training remains consistent and up to date across all barracks. The mobile team's Terms of Reference (ToR) will outline their roles, responsibilities, and the frequency of their visits. They will be tasked with delivering tailored training sessions based on the specific needs of each barrack, ensuring that all personnel, regardless of location, receive the necessary training to perform their duties effectively.

Beyond technology, institutional innovations which include the strengthening of the Gender and Social Inclusion Department of the AFL and the Ministry of National Defense to lead gender mainstreaming across the institution. The project also supports the revision and development of core policies on recruitment, retention, whistleblower protection, and sexual misconduct, ensuring that gender equality is embedded into the rules, procedures, and practices of the AFL. This will combine technology, institutional reform, and context-specific strategies in a post-conflict setting, setting a precedent for how fragile and recovering security institutions can advance gender equality in meaningful and measurable ways.

This approach is innovative because it integrates technology with traditional recruitment and training methods, making the overall system more efficient, accessible, and responsive to the needs of our personnel. By leveraging digital tools and mobile training teams, we are breaking new ground in how we prepare our soldiers, particularly women, for their roles in the military.

Sustainability *[500 – 600 words]*

- *Explain concretely, the actions your security institution will take to ensure that the project outcomes and activities that are implemented through this project, will continue to be supported and realised in the medium to long term - beyond the project's implementation, duration, and funding.*

To ensure the long-term sustainability of the project outcomes and activities, the Armed Forces of Liberia (AFL) will implement several actions designed to embed the project's achievements into its institutional framework and that of the Ministry of Defense (MOD), ensuring benefits beyond the project's implementation period and funding.

A critical aspect of the project is the capacity-building of the Gender and Social Inclusion Department within the AFL and MOD. Through targeted training, workshops, and mentorship programs, this project will significantly enhance the Department's ability to sustain the progress made, aligning with the global women, peace, and security agenda, particularly UNSCR 1325. By equipping the Department with the necessary skills, knowledge, and tools, we ensure that they can continue to advocate for and implement gender-responsive policies and practices within the AFL.

The sustainability of this project is further reinforced by the Government's commitment to institutional support. The Force, being a government-established and supported entity, will continue to operate and drive forward the project's objectives even after its formal conclusion. Additionally, the Government has pledged to include the MOD/AFL as one of the pilot ministries to receive funding under the national Gender Responsive Budgeting (GRB) initiative. This commitment ensures that a portion of the ministry's allocated funds through the national budget will be allocated specifically to sustain the gains made by this project.

Beyond the capacity-building of the Department, all other project activities have been designed with sustainability in mind. The digitalization of recruitment processes and ongoing awareness-raising campaigns will be integrated into the AFL's standard operating procedures. The AFL is committed to continuing these efforts, recognizing that sustained recruitment and awareness campaigns are essential to attracting and retaining more women in the military. The communications and outreach strategies developed during the project will become permanent components of the AFL's recruitment plan, with ongoing updates provided by the AFL's communications team.

The expansion of the current training by including a dedicated training on gender is another key element of this project, and its sustainability is a top priority. Post-project, the training will be maintained and operated by the AFL, with funding allocated through the GRB initiative. The training will serve as a permanent institution for ongoing military personnel development, particularly focusing on gender-responsive training programs. To ensure continued relevance and effectiveness, the training curriculum and materials will be updated biannually, in consultation with gender experts and military professionals.

Similarly, the mobile training teams, a cornerstone of the project, are designed to be a lasting feature of the AFL's training infrastructure. These teams, composed of experienced trainers, will continue to operate beyond the project's duration. The MOD/AFL is committed to retaining these teams, recognizing their value in providing continuous, on-the-ground support to barracks nationwide. The mobile teams' operations will be institutionalized, with regular visits scheduled quarterly to ensure that all personnel receive ongoing training and support. This commitment will be supported by GRB funding, ensuring the mobile teams remain an integral part of the AFL's training regime.

In summary, sustainability is secured through a combination of capacity-building, government commitment, and integration of project activities into the AFL's institutional framework. The Gender and Social Inclusion Department's enhanced capabilities, continuation of digital recruitment and awareness campaigns, establishment of the training center, and retention of mobile training teams all contribute to ensuring the project's progress will endure into the future. The MOD/AFL's proactive approach to securing funding and embedding these activities into their operational structure will ensure the project's benefits are realized in the medium to long term, contributing to a more inclusive and effective military force.

Project Management, Oversight and Coordination [300 – 400 words]

- Describe the project management structure and responsibilities
- Describe your organization's capacity and strength to ensure this project is successfully implemented.
- Explain how information concerning the project will be managed, including project results, financial and budgetary documentation, and imagery.
- Include an **organogram** showing the relationships between the project management team, project implementation committee, project partners and key stakeholders
- How will you ensure that the project management team will include women and men with strong skills in project management, narrative and financial reporting, budgeting, Excel, communications, and monitoring and evaluation?

The project will establish a **Steering Committee (SC)** jointly co-chaired by the Minister of National Defense and the UN Women Country Representative and include the Chief of Staff of the AFL, the Minister of Gender, Children and Social Protection, and the Justice Minister. The Steering Committee will provide strategic guidance and ensure project oversight, including approving annual work plans and allocating funding, supervising the progress of the project's results framework (program-related and financial), reviewing risks, and making strategic decisions. The SC will meet twice a year; however, it shall meet as frequently as necessary. The implementation of this project shall

be the responsibility of a **Project Management Team (PMT)**. The Project Management Team (PMT) will be led by the UN Women project manager and the project focal person from AFL/MOD and will include the Ministry of Justice, the Liberian National Police, and the Ministry of Gender, specifically because of the roles played by these institutions regarding the protection of women and girls both within and outside the security sector. UN Women will assign a National Project Officer (NPO) and the AFL will nominate a senior officer for this project to coordinate and manage the Project. The PMT will be tasked with the responsibility of developing work plans and reporting to the Elsie Initiative Fund on the implementation of activities and the achievement of results, while UN Women will be solely responsible for the financial accountability of the project. The PMT will also coordinate activities between the UN Agencies, Government ministries and agencies, and implementing partners, ensuring that all the activities are complementary, and that implementation and monitoring of the project are in line with the endorsed work plan and M&E framework. Additionally, the PMT will work closely with the AFL high command and UN Women Senior Management for technical support where needed. The project management team will prioritize gender parity by recruiting qualified technical staff with strong expertise in project management, military science, financial accountability, and gender-sensitive monitoring and evaluation. The PMT will hold project coordination meetings quarterly to ensure inclusive consultation and coordination among all stakeholders. At the meeting, stakeholders will monitor progress made against the work plan and understand the issues that require collective actions for the next months.

UN Women has worked strategically in Liberia since 2004. The organization works closely with the Government of Liberia through line ministries and agencies such as the Ministry of Gender, Children, and Social Protection (MGCSP) and the Ministry of National Defense. UN Women also collaborates with development partners, civil society organizations, women groups, and other UN agencies to advance gender equality and women's empowerment (GEWE). The work of UN Women in Liberia is built around four key pillars: women's political participation, leadership, and gender-responsive governance; women's economic empowerment; ending violence against women and girls; and women, peace, and security and humanitarian action, all of which address pressing gender equality concerns for women.

Please see attached Annex 1: for the organogram.



4. Annex 1_AFL
proposal organogram

Project monitoring, reporting and data management. (600 – 800 words)

Noting the EIF's project reporting, monitoring and evaluation requirements described in Part 11 below, describe your approach to project monitoring, reporting and data collection and storage.

- *What is the monitoring and evaluation plan for the project?*
- *What steps will you take to keep track of your project's progress?*
- *What kind of data will you collect to show the contribution and results of your project?*
- *Describe where and how you will keep all the information and data related to your project.*
- *How will you make sure that your project reporting aligns with the Elsie Initiative Fund's requirements?*
- *How do you plan to use the information you collect to improve your project and foster learning and the development of good practices (what works / what doesn't work)?*

UN Women Liberia and the Armed Forces of Liberia (AFL) are committed to establishing robust management, monitoring, and evaluation (M&E) mechanisms to ensure the successful implementation and sustainability of the

project. The approach will prioritize the efficient use of resources, effective implementation, and the generation of sustainable results. The following outlines the strategies for monitoring, reporting, data collection, and storage, and how these align with the Elsie Initiative Fund's (EIF) requirements.

The monitoring and evaluation plan for this project will be coordinated by UN Women Liberia, which will take full responsibility for the M&E activities. A full-time national project manager (SC) will be deployed to oversee regular data collection, monitoring, and evaluation of the project's progress. Key M&E actions will include:

- **Annual work plans and monitoring calendars:** Annual work plans and monitoring calendars will be developed at the start of each year. These plans will detail the specific activities to be undertaken, the timelines, and the expected outcomes.
- **Quarterly review meetings:** Regular quarterly review meetings will be held with all stakeholders, including UN Women, AFL, and other partners. These meetings will assess the progress made, identify challenges, and propose solutions to ensure the project remains on track.
- **Mid-term evaluation:** A mid-term evaluation will be conducted to assess the effectiveness of the project activities. These evaluations will provide an opportunity to make necessary adjustments to the implementation strategy.
- **Documentation of results and lessons learned:** Throughout the project, key results, lessons learned, and best practices will be documented. This documentation will inform future projects and help improve ongoing activities.

To measure the results and contributions of each activity, the following monitoring products will be produced:

- **Recruitment and retention statistics:** Data on the recruitment and retention of women in the AFL will be collected and analyzed. This data will be disaggregated by sex to track the progress in increasing the participation of women.
- **Deployment statistics:** Statistics on the deployment of female personnel in UN peacekeeping missions will be monitored to assess the impact of the project on international deployments.
- **Surveys and perception studies:** Pre- and post-perception surveys will be conducted to measure changes in perceptions towards women joining the AFL. These surveys will provide insights into the effectiveness of awareness-raising activities.
- **Monitoring reports:** Regular monitoring reports, including annual narrative and financial reports, will be produced to track progress against the project's outputs and outcomes.

Data collection, management, and storage: Key data that will be collected include recruitment and retention statistics, deployment statistics, survey responses, and monitoring reports using standard templates and guides. This data will be essential for tracking progress, identifying challenges, and making informed decisions about the project's implementation. Data and information generated by the project will be securely stored in both physical and digital formats in a centralized digital repository. A filing cabinet will be maintained for all hard copies of documents, while an Excel spreadsheet will be hosted by the AFL for digital records. This spreadsheet will be regularly updated and backed up to ensure the safety and integrity of the data. The National Project Manager will be responsible for managing all data related to the project. This includes ensuring that data is accurately collected, properly stored, and readily accessible for reporting and analysis.

Alignment with EIF reporting requirements: To ensure that the project reporting aligns with the EIF's requirements, all project reports will be completed using the prescribed EIF templates and submitted according to the agreed timelines. UN Women Liberia will coordinate the reporting process, ensuring that progress reports,

including quarterly, annual, and final reports, are produced as required. These reports will provide a comprehensive overview of the project's achievements, challenges, and lessons learned.

Using collected information for improvement: The information collected throughout the project will be used to continuously improve project implementation. Regular reviews of the data will allow the project team to identify areas where adjustments are needed and to make informed decisions about changes to the strategy. This adaptive management approach will help ensure that the project remains responsive to emerging challenges and opportunities.

Fostering learning and development of good practices: The documentation of lessons learned and best practices will be shared with all stakeholders through knowledge-sharing workshops and knowledge products to foster learning. This knowledge will contribute to the development of future projects and interventions, helping to replicate successful strategies and avoid past mistakes.

In conclusion, the monitoring, reporting, and data management strategy outlined here will ensure that the project is effectively implemented, its progress accurately tracked, and its results demonstrated. By adhering to the EIF's requirements and using data to inform decision-making, the AFL and UN Women Liberia aim to create a sustainable impact on the participation of uniformed women in UN peacekeeping.

What partnerships will the project involve? I.e., Civil Society Organisations (CSO); Research Institutions; Ministries, UN Organisations? [300 – 400 words]

- *What partnerships already exist to support your organization to increase uniformed women's meaningful participation in UN peacekeeping?*
- *What additional/new partnerships will this project involve?*
- *How does your security organization propose to continue to build and sustain these partnerships even after this project ends?*

The Armed Forces of Liberia (AFL) has cultivated significant partnerships that bolster the participation of uniformed women in UN peacekeeping missions. These collaborations are vital in supporting recruitment, training, and deployment while addressing gender-specific challenges.

Existing partnerships:

- **Kofi Annan Institute of Conflict Transformation (KAICT):** The AFL works with KAICT to provide specialized training for women, enhancing their skills and readiness for international peacekeeping missions.
- **Ministry of Gender, Children, and Social Protection:** This partnership raises awareness about female participation in the AFL and peacekeeping, playing a critical role in advocacy and information dissemination.
- **Ministry of Justice and Liberian National Police:** These institutions collaborate with the AFL to support the safety and protection of female personnel, particularly in cases of harassment, sexual exploitation, or threats. This collaboration includes intelligence sharing, joint investigations, and operational coordination during deployments and disciplinary processes.
- **United Nations:** The AFL's partnership with the UN has been crucial in supporting the deployment of women in peacekeeping roles, contributing to Liberia's growing international reputation.

New partnerships:

- Educational Institutions: The project will forge new partnerships with tertiary and senior secondary institutions, including United Methodist University and community colleges across the 15 counties. These collaborations aim to raise awareness among female students about careers in the AFL.
- Ministry of Finance and Development Planning: A new partnership with this Ministry will secure budgetary allocations to sustain the project's achievements long-term.
- Ministry of Health: Partnering with the Ministry of Health will address the mental and reproductive healthcare needs of female personnel, making the AFL more supportive of women.

Sustaining partnerships beyond the project:

The AFL is committed to maintaining these partnerships through regular meetings, joint planning, and inviting partners to non-combat functions. This ongoing collaboration will ensure long-term support for women's participation in peacekeeping.

Integrating these partnerships into the AFL's institutional framework will help embed gender-sensitive practices, promoting ownership and sustainability of the project outcomes. In conclusion, the AFL's strategic partnerships are essential to recruiting, training, and deploying more women in peacekeeping missions, ensuring these gains are sustained beyond the project's duration.

Part Six: Project Results Framework

For T/PCCs only - in the following chart:

- complete the percentages for your security institution in the baseline data cell, for each category.
- indicate the target percentage of women who would be eligible to be deployed by your institution during and post-project implementation in the following three years.

EIF Primary Outcome: Accelerate the pace of change towards the meaningful participation of uniformed women in UN peace operations			
Description	Indicator	Baseline Data	Target
Increased number of uniformed women deployed to UN peace operations	Number and percentage (%) of deployed uniformed Liberian women peacekeepers in United Nations peace operations (disaggregated by MIL and POL category) during the year at project commencement, at project completion, and two years after project completion	2025 (Year at project commencement)	By 2027 (project completion)
		2 (2%) [Military Officer] 0 (0%) [Staff Officer] 0 (0%) [Troops]	5 (50%) [Military Officer] 3 (30%) [Staff Officer] 11 (13%) [Troops]
			By 2029 (two years after project completion)
			7 (53.8%) [Military Officer] 5 (33.33%) [Staff Officer] 18 (15.5%) [Troops]

Please complete the following Results Framework⁶ table and use Appendix A of the explainer to include EIF standard indicators.

EIF Outcome: Increased pool of uniformed women eligible to deploy as UN peacekeepers						
Outcome indicator: Number (#) of women beneficiaries recruited in the AFL, by age and role (Baseline: 0; target: 85).						
Barrier	Objective	Activity	Output(s)	Indicator/s	Baseline	Target
Deployment criteria (Issue area 2): Many personnel that have been deployed do not feel that they have the adequate physical fitness, combat, testing, computer, language or driving skills that are necessary for deployment.	To raise awareness among young women about career opportunities in the AFL and challenge negative societal perceptions about women in the military.	Conduct national recruitment exercises targeting tertiary and secondary institutions to increase the number of young women interested in enrolling in the AFL. Supporting activity: Conduct nationwide awareness-raising campaigns about women in the military using different communication mechanisms, tools, and channels.	Increased number of applications from women to join the AFL.	Number (#) of awareness-raising events conducted in tertiary and secondary institutions.	2025: 0	2027: 40
				Number (#) of young women targeted by recruitment exercises who apply to join the AFL.	2025: 0	2027: 125
				Number (#) of men and women sensitized through nationwide awareness-raising campaigns using social media, radio, and other communication channels.	2025: 0	2027: 3,000

⁶ **BARRIER or ISSUE:** Describe in priority order, the barriers identified in the barrier assessment report, that are impacting uniformed women’s participation in peace operations, that the project aims to address.

OBJECTIVE: What is the objective of the proposed activity - describe what is needed to address or remove the barrier.

KEY ACTIVITIES: Describe the key activities that will be undertaken under each output mentioned above. Several activities will contribute to the achievement of one output.

INDICATORS: An indicator is a statement, either qualitative or quantitative, related to some aspect of the outcome, and allows you to directly measure towards achieving the outcome. It must be specific, measurable, achievable, relevant and time-bound (SMART).

BASELINE: This is the current value of the indicator before starting project and activity implementation

OUTPUT(s). Describe what tangible product(s), deliverable(s) or service(s) will be produced as a result of completing a project activity. For example, a gender policy development activity will result in 1 gender policy as the output.

TARGET: These are measurable products generated by the key activities (i.e. 20 women soldiers trained to be patrol commanders, 30 senior military commanders trained on the importance of women’s inclusion across all aspects of military leadership, planning and deployment). Several outputs will contribute to the achievement of one outcome.

<p>Deployment criteria (Issue area 2): Many personnel that have been deployed do not feel that they have the adequate physical fitness, combat, testing, computer, language or driving skills that are necessary for deployment.</p>	<p>To equip soldiers, especially female soldiers, with the knowledge and skills required for deployment to UN peacekeeping missions.</p>	<p>Provide structured and non-structured pre-deployment trainings to soldiers of the AFL, with particular attention to female soldiers.</p>	<p>Uniformed women and men of the AFL are equipped with the capacity to be deployed to UN peacekeeping missions.</p>	<p>Number (#) of uniformed women trained in physical fitness, combat, computer, language, and driving skills, necessary to join peacekeeping operations, by type of training.</p> <p>Number (#) of uniformed women who successfully pass the required assessments in computer skills, language proficiency, and driving to qualify for peacekeeping operations.</p>	<p>2025: 12</p> <p>2025: 8</p>	<p>2027: 147</p> <p>2027: 87</p>
<p>Social Exclusion (Issue area 10): Women in the AFL often face backlash and harassment, which prevent the development of a cohesive armed force and create barriers to successful, gender-responsive peacekeeping.</p>	<p>To address the systemic barriers that hinder an enabling environment for women's participation in the military.</p>	<p>Support the gender and social inclusion department of the AFL/MOD to address complaints of Sexual Exploitation and Abuse (SEA), harassment, and related issues associated with deployment. Supporting activity: Revise the recruitment and retention policy and</p>	<p>The AFL has the capacity, skills, and tools to address SEA and other forms of sexual misconduct.</p>	<p>Number (#) of capacity building trainings on SEA, harassment, etc. conducted by the Gender Department targeting soldiers and their beneficiaries.</p> <p>Percentage (%) of reported SEA and harassment cases that were investigated and resolved by AFL within the standard response time.</p>	<p>2025: 2</p> <p>2025: 15%</p> <p>2025: 0</p>	<p>2027: 8</p> <p>2027: 98%</p> <p>2027: 3</p>

		develop separate whistleblower, sexual harassment, and sexual exploitation and abuse policies.		Number of policies reviewed, revised, or developed.		
Peace operations infrastructure: (Issue area 5) Access to free reproductive health and mental health and psychosocial support services is scarce for women in the AFL.	To ensure that the reproductive health and mental health concerns of female soldiers are addressed.	Provide free mental healthcare and reproductive services, including hygiene and dignity kits, to female soldiers, before and during deployment. Supporting activity: <i>provide SGBV training for staff at the 14 Military Hospital, with a focus on victim support after sexual abuse.</i>	AFL female soldiers have increased access to free reproductive healthcare and mental health and psychosocial support services before, during, and after deployment.	Number (#) of uniformed AFL female personnel accessing free reproductive feminine hygiene products and dignity kits.	2025: 0	2027: 147

Part Seven: Work Plan Timeline

#	Planned Activities	Project Timeframe in Quarters Maximum – 24 months								Responsible Party/ies	Comments/Additional Details
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
	Activity 1.1 Conduct national recruitment exercises targeting tertiary and secondary institutions to increase the number of young women enrolled in the AFL.									UN Women/AFL	
	Supporting activity: Conduct nationwide awareness-raising campaigns about women in the military using different communication mechanisms, tools, and channels.									UN Women/AFL	
	Activity 2.1 Provide structured and non-structured pre-deployment trainings to soldiers of the AFL, with particular attention to female soldiers.									UN Women/KAICT/AFL	
	Activity 3.1 Support the gender and social inclusion department of the AFL/MOD to address complaints of Sexual Exploitation and Abuse.									UN Women/AFL	
	Supporting activity: Revise the recruitment and retention policy and develop separate whistleblower, sexual harassment, and sexual exploitation and abuse policies.									UN Women/AFL	
	Activity 4.1 Provide free reproductive and mental healthcare services to female soldiers, before and during deployment.									Ministry of Health/AFL/UN Women	
	Supporting activity: Provide SGBV training for staff at the 14th Military hospital with a									UN Women/Ministry of Gender/AFL	

focus on patients' support after sexual abuse.																						
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Part Eight: Project Communications, Advocacy and Visibility

Outline your communication, advocacy, and visibility plans associated with key project activities. Describe how you will share information, raise awareness, and showcase your project. Your plan should include:

- **Objective(s).** Clearly define what you want to achieve and be precise about the desired outcome(s).
- **Target audience:** Who is your audience? What is their demographic (sex-disaggregated) and what are their communication preferences?
- **Indicators for measuring performance.** Establish your key performance indicators and metrics. Metrics can include website traffic, social media engagement, and survey responses.
- **Key messages, tools, platforms.** Clearly articulate the main points you want to convey; what communication tools you will use (i.e., press releases, newsletters, social media), and choose the appropriate channels based on your target audience.
- **Budget and resources:** Outline the financial resources required including budget for advertising and content creation. Also identify the human resources, skills and expertise needed.
- **Timeframe:** Include a realistic timeline for your communications plan that is aligned with the overall project plan and timeframe, with activities broken down by activity, milestones and deadlines.
- **Expected outcomes and impact:** What are the expected results of your communication plan? Ensure that the project outcomes are fully aligned with the overall goals of your organization.

The communications and visibility strategy is central to the broader objectives of raising awareness and sensitizing the public about the importance of female participation in the military. The plan emphasizes comprehensive and targeted information dissemination, empowering potential female recruits with the knowledge they need to make informed decisions. The overarching goal is to increase the enrolment and retention of women in a gender-friendly environment that prioritizes growth, equality, and professionalism. Additionally, the strategy aims to showcase the achievements of the Elsie Initiative Fund (EIF) in promoting gender inclusion within the AFL.

Objectives, targets, and indicators: The strategy has four key objectives. **Firstly**, it seeks to empower women by providing them with essential information at every stage of the recruitment process. **Secondly**, it aims to increase female enrolment

and retention in the AFL. **Thirdly**, the strategy highlights the AFL’s commitment to gender equality and professionalism. **Lastly**, it seeks to showcase the achievements of the AFL in advancing gender inclusion in Liberia.

The targets are clear and measurable. The strategy aims to engage at least 1,000 women across various counties through community outreach efforts. The goal is to increase female representation in the AFL from the current 7.5% to 15% within the next five years. Additionally, the strategy seeks to ensure that 90% of the target audience is aware of the AFL’s recruitment criteria, benefits, and gender protection policies.

To measure success, several indicators will be monitored. These include the number of women engaged through outreach activities, the percentage increase in female AFL recruits, social media engagement metrics (such as likes, shares, and comments), and feedback collected from surveys conducted during community engagement activities.

Target audience and communication tools: The communication plan targets a diverse audience. This includes students in senior high schools, colleges, and universities, with a particular focus on young women up to their 30s who are potential recruits. Additionally, women in marketplaces, town halls, community-based organizations, and

youth and women's groups are key targets. Government offices and sports venues will also serve as important touchpoints for raising awareness. Current AFL personnel, particularly women in uniform, are another critical audience, as reinforcing internal messaging is essential to supporting recruitment efforts.

A variety of communication tools will be employed to reach these audiences effectively. Radio will play a significant role, with jingles, spot messages, and skits broadcast on mainstream and community radio stations to reach a broad audience, especially those in rural areas. Print materials such as leaflets, brochures, posters, and signboards will be distributed in targeted locations. Visibility products like T-shirts, caps, and banners will further reinforce messaging. Town hall meetings in schools, markets, and community centers will provide direct engagement with potential recruits. Social media platforms, particularly Facebook and Instagram, will be utilized to reach younger audiences, with content tailored to engage and inform them about the AFL's opportunities and achievements. A video documentary showcasing successful women in the AFL will also be produced and shared across various channels to inspire and inform others.

Key messages and dissemination strategy: The core message of the strategy is that increasing female participation in the AFL is essential for creating a professional, modern, and inclusive military. The plan will emphasize that only 7.5% of the AFL's 1,950 members are women, highlighting the need for greater female participation. Additionally, the strategy will stress that discrimination against women, including within the AFL, violates the Liberian Constitution and international standards. Equal treatment of women and men is essential for a professional and effective military force. Key messages will emphasize empowerment and inclusivity by sharing stories of women who have thrived in the AFL.

To raise awareness, community-level engagements will be conducted, focusing on schools, marketplaces, and town hall meetings. These efforts will include detailed information on the criteria for enrolment, incentives, responsibilities, and career advancement opportunities within the AFL. The communication effort will also highlight AFL deployments, both domestically and in peacekeeping missions, to showcase the gender-friendly and inclusive environment within the AFL. This approach is designed to position the AFL as an attractive and equitable career choice for women.

Expected outcomes and impact: The communication strategy is expected to significantly increase public awareness about the AFL's recruitment process, benefits, and gender protection policies, as well as deconstruct social perceptions of the AFL as a male-dominated career. This heightened awareness should lead to a rise in female enrollment, contributing to a more inclusive and modern military. The AFL will be positioned as a gender-friendly, professional, and fit-for-purpose force, actively participating in both domestic and international operations. Communities, government, and youth/women's groups will be more supportive of AFL recruitment efforts, and women will be better informed, more prepared, and more willing to serve in the AFL. Ultimately, these efforts will strengthen Liberia's military capabilities and contribute to broader peace and security efforts.

See the attached detailed Communication Plan in Annex 2



5. Annex 2_Comms
Plan_AFL proposal.doc

Part Nine: Detailed Budget (Annex A – separate Excel template)

All submissions must include a detailed and accurate budget, using the **EIF Microsoft Excel Budget Template**. No other budget templates can be accepted. The **EIF Microsoft Excel Budget Template** and the EIF explainer to guide the completion of the Microsoft Excel Budget Template are available on the EIF Website.

Part Ten: EIF Reporting, Monitoring, and Evaluation Requirements

All project reports are to be submitted using the EIF narrative and financial reporting templates.

Per the EIF Operations Manual (Section 12 – Monitoring and Evaluation), all Fund Recipients in partnership with Implementing Partners, are to provide the following reports to the EIF Secretariat, and to ensure that all data provided is sex-disaggregated and signed by the Fund Recipient, following the schedule below. The EIF will send the report template to the project focal point two weeks before the end of each quarter.

	Q1 Report	Q2 Report	Q3 Report	Q4 Report	Annual Report	Project Closure Report
Reporting Period	1 January – 31 March	1 April – 30 June	1 July – 30 September	1 October - 31 December	1 January – 31 December	Project duration
Due Date to EIF	15 April	15 July	15 October	15 January	30 January	Within 3 months of the project closure date. No later than 31 March.
Report Type	- Narrative - Financial	- Narrative - Financial	- Narrative - Financial	- Narrative - Financial	- Financial	- Narrative - Financial
Report Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Annual Financial Report Template	- EIF Project Closure Template - EIF Financial Report Template
Financial Spot Check (T/PCCs only)				The EIF will organize an independent spot-check to be conducted midway through project implementation		
Bank Statements (T/PCCs only)				Where a T/PCC is the fund recipient, the Security Institution must open a separate bank account to receive the EIF grant. The T/PCC is required to provide a copy of bank statements for that account(s) as per EIF financial reporting requirements.		
Certified final financial statements and final financial reports				Fund recipients are to provide certified final financial statements and final financial reports to the EIF/MPTFO within 3 months of the project closure date, and no later than 31 March of the following year.		
Project evaluation				Where required, the EIF will organize an independent consultant to conduct a post-project evaluation.		

Please check the box to acknowledge the reporting requirements above.

Per the EIF Terms of Reference, the EIF is required to conduct a **mid-term monitoring mission** on all projects to determine if current implementation is effective, and a **final monitoring or evaluation mission** to assess whether contributions have had their intended effect, to determine whether results are being or have been achieved and whether contributions have been used for their intended purposes. The EIF will consult with recipient organizations on the scope and conduct of a monitoring mission, with the recipient organization invited to join.

[Part Eleven: Project Risk Management Assessment \(Excel\) - Annex B \(separate Excel template\)](#)

A project risk management assessment is to be completed and attached as an annex to this PRODOC. Please use the EIF project risk management assessment Template available on the EIF website.

[Annexes](#)

The following Annexes form part of the PRODOC. Each annex must be completed in full and submitted together as part of the MOWIP PRODOC submission to the EIF.

- A. *EIF Budget (separate Excel Template)*
- B. *Project Risk Management Assessment (separate Excel Template)*
- C. *Security Institution Personnel Data (included in this template - see below)*
- D. *Security Institution Deployment Planning Data (included in this template - see below)*

Annex D: Security Institution Deployment Planning Data

To be completed by the applying security institution, either Military or Police.

Notes:

1. The *United Nations Department of Peace Operations (DPO) - Office of Military Affairs (OMA) and Police Division (PD)*, has the sole authority to select and deploy Troop / Police Contributing Country (T/PCC) personnel to United Nations peace operations. DPO's 'Guidance on Deployment Planning for United Nations Peace Operations' is provided in the [EIF Operations Manual](#) - Section 7.2.4.
2. Where a T/PCC plans to increase the number of women they deploy in any category, a decrease in the number of deployed men would be required. It is also recommended for the T/PCC to consult with their DPO focal point.

Security Institution Personnel Data - Deployment Planning for United Nations Peace Operations																
Personnel ⁷	Current deployment - 2025				Planned Deployment 2026 Targets				Planned Deployment 2027 Targets				Planned Deployment 2028 Targets			
	M	W	%W	T	M	W	%W	T	M	W	%W	T	M	W	%W	T
MO	2	2	50%	4	3	2	40%	5	5	2	28.6%	7	6	7	53.8%	13
SO	1	0	0	1	9	3	25%	12	7	3	30%	10	10	5	33.3%	15
Troops	0	0	0	0	50	7	12.3%	57	73	11	13.1%	84	98	18	15.5%	116
Total	3	2	40%	5	62	12	16.2%	74	85	16	15.8%	101	114	30	20.8%	144

⁷ <https://www.mfdp.gov.lr/index.php/main-menu-reports/mm-bdp/mm-bd-nb/budget/budget-fy2024>

⁷ MO = Military Observer, SO = Staff Officer; Individual Police Officer = IPO, Formed Police Unit = FPU