



Millennium Challenge Account – Liberia

Social and Gender Integration Plan

October 30, 2017

Table 1: List of Acronyms

AfDB	African Development Bank
AfT	Agenda for Transformation
DOC	Director of Communications
DOE	Department of Energy (MLME)
DOR	Director of Roads
ESP	Environmental and Social Performance
EVD	Ebola Virus Disease
GPOBA	Global Program for Output-Based Aid
GoL	Government of Liberia
GSI	Gender and Social Inclusion
GSIU	Gender and Social Inclusion Unit
HDI	Human Development Index
HDR	Human Development Report
IE	Implementing Entity
IEA	Implementing Entity Agreement
kW(h)	Kilowatt (kilowatt-hour)
LACEEP	Liberia Accelerated Electricity Expansion Project
LEAP	Liberia Energy Assistance Program
LEC	Liberia Electricity Corporation
LERC	Liberia Electricity Regulatory Commission
LESSP	Liberia Energy Sector Support Program
LISGIS	Liberia Institute of Statistics and Geo-Information Services
MCA-L	Millennium Challenge Account-Liberia
MCC	Millennium Challenge Corporation
MCHPP	Mount Coffee Hydropower Plant
M&E	Monitoring and Evaluation
MSME	Micro, Small and Medium Enterprise
MW	Megawatts
MLME	Ministry of Lands, Mines, and Energy
MoCI	Ministry of Commerce and Industry
MGCSP	Ministry of Gender, Children and Social Protection
MPW	Ministry of Public Works
MYS	Ministry of Youth and Sports
NEP	National Energy Policy
NGO	Non-governmental Organization
NGP	National Gender Policy
NRECA	National Rural Electric Cooperative Association-International
NVE	Norwegian Water Resources and Energy Directorate
RREA	Rural and Renewable Energy Agency
SGA	Social and Gender Assessment
SGIP	Social and Gender Integration Plan
TA	Technical Assistance
TIP	Tracking In Persons
TOR	Terms of Reference
USAID	United States Agency for International Development

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1. Introduction

1.1. The Compact

Liberia was selected by the Board of Directors of Millennium Challenge Corporation (MCC) as eligible for a Compact in December 2012, and on October 2, 2015 the Governments of Liberia and the United States signed the [Compact](#), which provides up to US\$256,726,000 as grants to Liberia over five years. The Compact is being implemented by the Millennium Challenge Account-Liberia (MCA-L), established by the Government of Liberia and supported by the MCC, on behalf of the Government of the United States. Liberia's Compact entered into force on January 20, 2016.

The goal of the Compact is to reduce poverty through economic growth. A constraints analysis prepared by the Government of Liberia and MCC identified two binding constraints to economic growth in Liberia: (i) lack of access to reliable and affordable electricity, and (ii) the poor condition of roads throughout the country. The Compact is therefore divided into two projects, each addressing one of the binding constraints: the Energy Project and the Roads Project.

The Energy Project comprises of a series of interconnected activities designed to provide additional generation capacity, and strengthen the management, project planning and project execution capacities/functions of the main agencies responsible for energy in Liberia. The four sub-activities of the Energy Project are: 1) Mt. Coffee Rehabilitation Activity; 2) Mt. Coffee Support Activity; 3) LEC Training Center Activity; and 4) Energy Sector Reform Activity.

The Mount Coffee Hydropower Plant (MCHPP) Support Activity helps to mitigate previously unaddressed environmental and social risks of the Mt. Coffee Rehabilitation Activity. The MCHPP Support Activity includes the provision of small-scale community infrastructure and related technical assistance for project-affected persons (PAPs) and local communities affected most directly by the Mt. Coffee Rehabilitation Activity. This activity also includes the rehabilitation of the raw water transmission line from MCHPP to the White Plains Water Treatment Plant.

The LEC Training Center Activity aims to improve capacity in the sector by building LEC's technical, operational, financial, and administrative capacity, and forming the core base for training of technicians in the electricity sector.

Under the Energy Sector Reform Activity, MCA-L aims to support the key institutions responsible for policy making, investment planning, asset management, and oversight of the energy sector: namely MLME, LEC, and the newly established Liberia Electricity Regulatory Commission (LERC). The compact will provide support for a new Management Services Contract (MSC) to improve the management of the LEC and build local capacity for the sustainable management of the public utility. Additionally, MCA-L supports power sector reform coordination among donors and related-government agencies.

The Roads Project provides matching funds for road maintenance of paved and unpaved primary roads, and technical assistance to support the key ministries, including the Ministry of Public Works (MPW), while fostering community and stakeholder participation in road maintenance. The technical assistance component is already in the process of implementation

through the U.S. Department of Transportation Volpe Center. The roads maintenance matching funds activity is scheduled to commence in Fiscal year 2018.

The Liberia Compact has the potential to bring benefits to the Liberian people by increasing the availability of reliable electricity and improving road conditions, both of which can also improve social benefits such as health care and education. However, there are potential negative environmental and social consequences that might occur as a result of the Compact. Management plans to avoid, minimize and/or mitigate negative outcomes are integral components of the Environmental and Social Management Systems (ESMS) that are currently being designed.

While MCC projects are expected to provide benefits inclusively, existing structural social disparities within Liberia means that there could be barriers to the full participation of marginalized groups, including the poor, women and youth. The purpose of the Social and Gender Integration Plan (SGIP) is to identify ways to provide economic benefits for marginalized groups within the Compact and to address social inclusion and gender equity issues throughout compact activities.

1.2. The Social and Gender Integration Plan (SGIP)

The Social and Gender Integration Plan (SGIP) is an operational tool designed to systematize and ensure social inclusion and gender integration across Compact projects and activities in Liberia. The objective of the SGIP is to serve as an activity guide, monitoring tool and central location for consolidation and synthesis of all social and gender analyses, activity design, and project planning and implementation for all activities that address social inclusion and gender inequalities in Liberia.

As one of MCC's Gender Policy and Gender Milestones and Operational Procedures, this plan is a requirement for the Compact. The SGIP is to be referenced in all relevant Compact documents, including in Implementing Entity Agreements (IEAs). Full compliance with gender and social requirements is expected in all parts of the Compact and its component parts, including in the M&E Plan, Environmental and Social Management Systems (ESMS), Environmental and Social Impact Assessment (ESIA) and infrastructure designs, bidding documents, contract packages and other Compact documents. The SGIP will be published on the official MCA Liberia website and shared with all relevant stakeholders. The MCA-L GSI Director, in coordination with the project teams, sector leaders and with the support of MCA-L management, is responsible for the implementation and monitoring of the SGIP.

As per MCC's requirements, this plan is to be reviewed and updated annually to take account of project changes, lessons with gender integration and social inclusion and emerging priorities. The annual updates will be reviewed by MCA-L Liberia and MCC project leads, and approved by the MCC GSI Director. Basic training on the plan will be organized for the MCA-Liberia country team, and relevant contractors and implementing partners.

SGIP Process and Methodology

The following table contains the definitions of key terms used throughout SGIP.

Table 1: Definitions of key terms in SGIP

Gender: The social roles, behaviors and responsibilities of women and men in society. Unlike biology, gender is mutable, and the roles, behaviors and responsibilities of women and men change over time and different in different societies.

Discrimination: Discriminating one or more individuals or distinguishing one social group from another by extrinsic characteristics (fortune, education, place of residence, etc.) or intrinsic (gender, ethnic origin, etc.) in order to be able to apply a specific treatment, generally negative.

Marginalized: Anyone who for various reasons (social, economic, cultural and political) is excluded from the decision-making process and development in general.

Disadvantaged: Women, young people, children, people with disabilities (physical, mental, intellectual or sensory disabilities), older people who face additional obstacles to overcome adverse conditions. For example, people with disabilities lack access to public transport, government offices and other public spaces, including hospitals. Thus, they experience many difficulties in participating in economic, social and political life, or in find help when faced with threats to their physical well-being

Social Inclusion: Refers to processes and outcomes that improve the ability of disadvantaged people to participate in MCC projects and share the benefits they generate; which in turn improves economic growth. According to MCC's mandate to reduce poverty through economic growth and evidence-based criteria for our investment decisions, social inequalities that we address are most often based on socio-economic status, geography and gender/sex. They may also be based on age, race, ethnicity, religion, or other factors depending on the country and the context of the project.

Gender equality means that women and men, and girls and boys, enjoy the same rights, resources, opportunities, and protections regardless of their sex, and are free to develop their personal abilities and make choices without the limitations set by gender stereotypes. For gender equality to be realized, the different behaviors, aspirations and needs of women and men must be considered, valued and favored equally. It does not mean that women and men should become the same.

Significant background research, analysis, assessments and consultations was undertaken to help inform the SGIP. A 2016 desk review by NRECA-ENERGIA was supplemented by in-country missions in 2016 and 2017. Extensive documentation was collected from legislation, national poverty reduction policies and programs, national and international statistics and analytical reports on key gender issues.

Consultations were held with the Ministry for Gender, Children and Social Protection (MGCSP); Ministry of Public Works (MPW), Ministry of Lands, Mines and Energy (MLME), the Liberia Electricity Corporation (LEC), local government officials, NGOs, women's groups, SMEs, and community members in Montserrado, Nimba, Bong counties working on social and gender issues. Social and gender assessments (SGA) were completed for the three main implementing entities (IE)), LEC, MLME and MPW. The Social and Gender Assessment (SGA) examines the internal working conditions within an organization as well as how the institution deals with external stakeholders. The SGA highlights how roles, opportunities, and experiences of staff and

external stakeholders, vary for different groups, including groups defined by sex, age, class, disability, ethnicity, income level and education, etc. (For more detailed methodology and approach please see Annex 1).

1.3. The State of Social Inclusion and Gender Equality in Liberia

Liberia remains among the poorest countries in the world. Global data indicate that it is near the bottom of the UN's 2016 Human Development Index (177 out of 188), with a score of 0.427, which is below the Sub-Saharan average of 0.523. The Multidimensional Poverty Index (MPI) for Liberia (2015) puts Liberia at 50.8% intensity of deprivation, 21.5% of the population near multidimensional poverty, and 35.4% of the population in severe multidimensional poverty¹. Data also reveal inequality between regions, especially between Monrovia and the North and South Eastern regions.²

Despite its small size, Liberia is culturally and ethnically diverse with sixteen indigenous ethnic groups and nearly twice that many different languages spoken. For the most part Liberians consider relations between ethnic groups to be good/very good across the country (89%). Lofa reports the highest incidence of ethnic group problems (16%), which is likely to be a result of land-related Mandingo-Lorma relations. Ethnicity is sometimes viewed as a source of conflict, though, especially when ethnic affiliation aligns with economic and political interests.³ Some groups, especially the Lebanese, Mandingo and Fulah (prosperous business and trading communities) are considered “outsiders” by “indigenous” Liberians, though many of these groups have resided in Liberia for a century or more.⁴ Recent studies have found that ethnicity has become less divisive in recent years, although some expressed fears that the 2017 election could reignite these tensions.⁵

Liberia still has severe income inequality. The ranks of the urban poor in Monrovia have been swollen by displaced persons due to the past conflict and to Ebola. Of the total population of 4.2 million, 40% live in the Greater Monrovia area. Unplanned urbanization has resulted in the proliferation of slums, with an estimated 70% of Monrovia's population currently living in slum conditions with lack of basic services. Only 8% of the urban population have access to piped (improved) water, and improved sanitation access is below 30%.⁶

The vast majority of working Liberians are in “vulnerable” employment: i.e., without an assured salary or duration. According to the 2010 Labor Force Survey, 68.3% of men and 87.3% of women are in vulnerable employment.⁷ Due to lower levels of education and limited marketable skills, the majority of women are self-employed, engaged in petty trade (42.6 percent) and food processing (19.3 percent), while men engaged in higher-income, waged employment in jobs such as skilled laborers or teachers.⁸

Liberia has a young population, 46% of Liberians are under 15 years old.⁹ Many young people have missed out on education, and most struggle to find viable livelihoods. Displacement during and after the war created a generation of young people who were uprooted from their communities, lost out on education and socialization, and whose relationships with older generations have been ruptured. The large number of unemployed and underemployed youth impacts immediate and long term stability especially in Monrovia, where there are dangerous levels of inequality.¹⁰ Furthermore, the lack of skills among the youth could lead to their marginalization from the livelihood benefits that would result from economic growth.

Gender inequality remains an issue despite improvements and the 2006 election of Africa's first female head of state. The 2014 Gender Inequality Index (GII)¹¹ value for Liberia was 0.651, a global rank of 146 / 154.¹² Another measure of inequality, the 2016 Gender Development Index (GDI)¹³ puts Liberia at 0.830 (compared to the West African average of 0.825 and African average of 0.871). Liberian women are especially disadvantaged in education attainment: their literacy rate is 32.8% compared to 62.4% for men and below the national literacy rate of 47.6%. Only 17.3% of females reach secondary school compared to 39.7% of males. More than two-thirds of females are under 30 years of age and a high proportion of this group has low levels of schooling, with mean years of schooling completed estimated at 4.4 (up from 2.6 years in 1990), compared to 5.4 in Sub-Saharan Africa).¹⁴

The Ebola crisis eroded gains made since the end of the civil war. According to the World Bank, the Ebola crisis had a “crippling” impact on economic indicators, eroding much of the economic growth gains of the previous years. Foregone national income was estimated to be US\$240 million in 2015, or more than 10% of its GDP.¹⁵ Real GDP growth was estimated to be less than 1% for 2014. In particular, the closure of rural and urban markets, as well as by the closure of borders with Sierra Leone, Guinea and Cote d'Ivoire hit the itinerant traders especially hard, in particular women, who represent over 75% of small-scale traders.¹⁶

1.4. Policy and Legal Review

The Government is a signatory to international and regional policy frameworks that embrace both gender equity and social inclusion including the Convention on Ending Discrimination against Women (CEDAW) and the 2015 Sustainable Development Goals. In the energy area, Liberia participates through ECOWAS in the Sustainable Energy for All (SE4All) global initiative. The SE4All initiative is focused on the goal of universal access to modern sources of energy.

Liberia has signed onto the ECOWAS Policy for Gender Mainstreaming in Energy Access, which is designed to address barriers that may hinder the equal participation of women and men in expanding energy access in West Africa.¹⁷ The strategic objectives and targets of the ECOWAS policy represent a good road map for useful interventions in Liberia to advance gender mainstreaming in energy access.

Table 2: ECOWAS Policy for Gender Mainstreaming in Energy Access

Strategic Objective	Targets
1. Achieve widespread understanding of energy and gender considerations at all levels of society	>>100% of energy sector government employees will have received some relevant training by 2020 (and routinely thereafter); >>50% of citizens will be exposed to some form of relevant public service announcement by 2020 growing to 90% by 2030;

2. Ensure that all energy policies, programs and initiatives, including large energy infrastructures and investments, are non-discriminatory, gender-inclusive, gender-balanced and directed towards addressing inequalities, particularly energy poverty, differentially affecting men and women in the region	>>50% of energy policies by 2020 and 100 percent by 2030 will be gender-sensitive; >>50% of energy projects, programs, and initiatives with government participation will include gender dimensions in planning, implementation, analysis, and evaluation by 2020, rising to 100% in 2030.
3. Increase women's public sector participation in energy-related technical fields and decision-making positions	>>At least 25% of women in the public sector energy workforce by 2020 and an equal (50-50) gender balance by 2030.
4. Ensure that women and men have equal opportunities to enter and succeed in energy-related fields in the private sector	>>At least 25% of women participation in energy-related fields in the private sector by 2020 and an equal (50-50) gender balance by 2030, as determined through statistically rigorous random sampling.

There are a wide range of national level policies that reference the need for national development plans to produce socially inclusive and gender equitable outcomes including the Agenda for Transformation (AFT) FY12-17, Liberia's second poverty reduction strategy which includes a pillar that addresses the needs of marginalized groups, including women and youth.

The **National Gender Policy (NGP) of 2009** aims to enhance women's and girls' empowerment and increase gender mainstreaming in national development.¹⁸ The policy mandated the creation of new and strengthening of existing structures, processes and mechanisms so that "both women and men can equally access, control, and benefit from the country's resources." The NGP requires that every ministry and government agency appoint Gender Focal Points (GFPs) or establish a Gender Desk and develop annual gender plans and budgets to translate the NGP into sector-specific strategies and activities. The GoL has been working on an update to the policy, which includes a section on Gender, Infrastructure and Basic Services that highlight key issues related to access and affordability of infrastructure services including electricity, roads, water/sanitation, construction and ICT. A revised version of the National Gender Policy, which is due to be approved by the end of the year, expands the scope and size of the GFPs to Gender and Social Inclusion Units (GSIUs), a nomenclature proposed by MCC/MCA-L.

The **National Energy Policy (NEP)** sets out the importance of increased access to modern Energy services by both the urban and rural population as a critical element to translate the government's "vision for development into reality with tangible impact on the lives of Liberia's citizens." The 2009 policy notes that gender inequality is exacerbated by the country's limited access to modern fuels and electricity since women and are responsible for gathering firewood for the household, which "takes time away from other productive activities as well as from educational and social participation."¹⁹

1.5. Gender Equality and Social Inclusion Issues in the Energy Sector

Liberia's rate of access to publicly provided electricity is very limited, reportedly the lowest known rate of access in the world at only 9% nationwide, according to the 2014 Global Tracking

Framework linked to the Sustainable Energy 4 All Initiative.²⁰ According to Power Africa, 2% of the country have access to on-grid electricity, and less than 7% in the capital.²¹

Women are, on average, poorer and more likely to be affected by a lack of electricity, since they tend to perform more energy-intensive work in the home. In general, the poor, vulnerable, and minority groups are typically the last to receive connection, and quality and supply to these groups can be tenuous.²²

In 2012, LEC electricity tariffs stood at US\$0.54 per kWh which was three times higher than the average in Sub-Saharan Africa. The present flat tariff is set at \$0.35 kWh.²³ The tariff is still one of the highest in Africa, although it is substantially below the cost of running a generator. According to the demand assessment funded under the Liberia Accelerated Electricity Expansion Project (LACEEP), the poor spend about \$25 per month on electricity at (then) current LEC prices. Low-income residential customers reportedly spent more than \$100 per month on electricity.²⁴

Many donors have funded a significant number of subsidized connections for poor and low income households within greater Monrovia, including the World Bank's GPOBA project which provided \$10 million to LEC to connect 80,000 people or 17,000 HH. The African Development Bank through the Liberia Energy Efficiency and Access Project (LEEAP) aims to connect 40,000 households in the Roberts International Airport (RIA) corridor. Most recently, KfW announced that they would provide 15 million euros to connect an additional 80,000 customers through the recently completed distribution lines in the Kakata corridor.

The lack of reliable and affordable electricity is a major constraint to economic productivity of the private sector. According to the World Bank Doing Business Survey in 2017, Liberian firms reported that their lack of ability to access reliable electricity was the most important barrier to their success.²⁵

Lack of electricity also negatively impacts smaller businesses including household enterprise operators and street traders, many of whom are women. While some are connected to the grid, the unreliability and high cost of electricity is such that most small businesses depend on small diesel generators ("gensets").

1.6. Gender Equality and Social Inclusion Issues in the Roads Sector

Reconnecting Liberia through road rehabilitation and improvement was identified in the country's first Poverty Reduction Strategy (for the 2008-2011 period) as being key to the country's recovery efforts. In 2016, only 5% of Liberia's road network was paved, and 11% was rated to be in excellent or good condition.²⁶

Poor road conditions make roads unsafe, expensive, and slow. Spoilage of goods such as fish and fresh produce is also often reported because of vehicle breakdowns caused by poor road conditions. This impacts poor people the most because they tend to live in rural areas or neighborhoods that are furthest from social services and markets where they buy or sell goods.

Itinerant traders, so called "market woman," do almost 80 percent of all rural and rural-urban trade. All traders face difficulties due to lack of well-conditioned road network, including feeder roads, culverts, bridges that will connect them from villages to market and service centers, and

affordable transport services for making their travel less expensive and business more profitable.

The poor also lack many choices in modes of transport, so rely on the cheapest – and often less reliable – options. Women face more obstacles and incur more costs due to inadequate and unaffordable transport services. While women travel by foot or as vehicle passengers, men are more mobile because they more often are able to operate motorbikes²⁷. A variety of factors, including cultural pressure, lack of training to operate motorbikes, and lack of capital to purchase motorbike or other motorized vehicles keep women from taking advantage of this livelihood strategy, and also from having the freedom of transportation.²⁸

Road users in Liberia lack sufficient knowledge on safety practices, and women and children are particularly at risk. Pedestrian safety awareness is also a significant issue, as are dangers to female traders who sell on the side of roads. Accident data in Liberia is disjointed and few records are kept in hospitals and by police and insurance companies concerning accident victims and outcomes. There is also very limited data covering accident rates and causes in rural areas.²⁹

1.7. Gaps in social and gender analysis

In order to better assess current electricity use and needs, it is important to have regularly collected disaggregated data and information on LEC's connected, pending and potential new customers. Donor-funded studies tend to use different categorizations and definitions which makes it harder to compare across time and region.

1.8. Donors, Government Ministries, and NGOs

Donors

There is a multiplicity of donors involved in the energy and roads sector, which MCC and MCA-L have ongoing communication with in order to collaborate and identify complementarities. Particularly noteworthy is the work of the High Level Steering Group (HLSG), which is composed of key donors in the energy sector and the Government of Liberia, including representatives from the Liberian Electricity Corporation (LEC) and the Presidential Delivery Unit.

Several donors, notably the Norwegian Water Resources and Energy Directorate (NVE), United Nations (UN) Women, and United States Agency for International Development (USAID) have launched coordinated activities to ensure that gender balance and social inclusion considerations are systematically included across their projects.

There are a number of donor programs, notably those of UN Women and USAID, working with Building Markets and the Ministry of Commerce and Industry (MoCI), which actively support women and youth entrepreneurial initiatives with impressive near-term results. The following is just a small sample of the many donors active in the roads and energy sectors in Liberia.

Table 3: Select Donors in Energy and Roads Sectors

West Africa Power Pool (WAPP) Partnership with EIB, EU, IDA, KfW, AFDB, WB

Interconnects Cote d'Ivoire, Liberia, Sierra Leone and Guinea into the WAPP Energy system and will develop the power transmission lines in the sub-region in Yekepa-Buchanan-Mt. Coffee-Monrovia-Foya.
USAID Supports capacity building of the Rural and Renewable Energy Agency; the rehabilitation of feeder/farm to market roads in several Liberia rural counties, including, Bong, Nimba, and Lofa Counties. USAID also provided funding to Building Markets that supported entrepreneurs.
World Bank The Bank's Accelerated Electricity Expansion Project for Liberia includes support for the extension of electricity transmission and distribution systems to provide access to electricity to new users in Monrovia and along the corridors to Kakata and Bomi, and capacity building to strengthen MLME. They have supported the development of a new MIS system for LEC, which will include a new customer service system. In the area of roads, the Liberia Road Asset Management Project (LIBRAMP) is designed to help reduce transport time and cost along the Suakoko Highway.
Monrovia Consolidation Electricity Project As part of the LEC Electric Master Plan, developed by LEC under a previous management contract, including the Monrovia Accelerated Transmission and Distribution Expansion Project, financed by USAID and the Royal Government of Norway. The contracted value of the EU-funded Monrovia Consolidation project is Euro 34M. Thirty-eight thousand connections are expected to be made under this project. The project has a timeline of two years plus one-year guarantee period. The selected contractor following a competitive bidding process is ELTEL under the supervision of GOPA/Intel.
African Development Bank AfDB is supporting roads designed to improve farm to market services linkages, and to increase access to transport services for the rural population in River Gee and Maryland Counties. AfDB's Scaling-up Renewable Energy Program (SREP) is focused on increasing access to mini-hydro and bio-mass energy in rural areas; the establishment of electricity supply institutions for communities that are not served by LEC.
Government of Norway (GoN) The Norwegian Water Resources and Energy Directorate (NVE) and ENERGIA supported MLME with training and advisory services as part of its framework agreement with NORAD, while a long-term advisor from NVE worked with MLME to coordinate all the activities. GoN also funds the Liberia Electricity System Enhancement Project (LESEP) in Lofa and Bong, including providing micro-hydro, solar energy to off-grid users. GoN also supports the rehabilitation of the MCHPP and management of LEC.
European Union (EU) EU supported the development of a Rural Energy Master Plan and SSMP aimed at rural electrification in Lofa and Bong Counties as well as supports the cross-border rural electrification project (Cote d'Ivoire and Liberia). Providing technical experts for LERC and support for interim regulations by Department of Energy. Has also provided funding for 5-year routine maintenance of Bo Waterside and Buchanan roads.
KfW KfW has supported the rehabilitation of the MCHPP, funding transmission lines and electricity distribution. KfW has a commitment of up to 15M Euros to provide about 16K connections in Greater Monrovia.

Key Ministries and other Government of Liberia entities

MCA-L intends to enter into implementing entity agreements with the following ministries and agencies: the Liberian Electricity Corporation (LEC), Ministry of Lands, Mines and Energy (MLME), Ministry of Public Works (MPW), Liberia Electricity Regulatory Commission (LERC), Liberia Water and Sewer Corporation, the Ministry of Gender, Children and Social Protection (MoGCP), and the Environmental Protection Agency (EPA). MCA-L will also coordinate with all relevant GoL ministries and agencies that have responsibilities or activities that are relevant to the activities outlined in the SGIP.

Table 4: Key Ministries and other Government of Liberia Agencies

Ministry of Gender, Children & Social Protection (MGCSP): MGCSP was established in 2001 as the Ministry of Gender and Development (MoGD) until its mandate was changed in October 2014. MGCSP is responsible for gender mainstreaming and social inclusion across all public entities in the country. MGCSP is mandated to advise the Government on all matters affecting vulnerable populations vis-à-vis all international human rights instruments. MGCSP coordinates among the different gender focal points, and has pledged to ensure buy-in and cooperation from other GoL agencies in the implementation of the SGIP.

Ministry of Public Works: (MPW): The Department of Public Works was created by an Act of the National Legislature in 1928, and was later reorganized by law to become a ministry (MPW) in 1972. The MPW is tasked with surveying, drafting/designing, construction and supervision, improving and maintaining, all highways, bridges, roads, streets, airport, seaport, and all other public infrastructure in Liberia through direct work or through contracts. MPW will collaborate with MCA-L in the implementation of road maintenance projects.

Ministry of Lands, Mines and Energy (MLME): The Ministry of Lands, Mines and Energy (MLME) was established in 1972 by an act of legislature, giving it a mandate over activities relating to land, mineral, water and energy resource exploration. MLME is currently guided by the 2009 Energy Policy. Through its Department of Energy (DOE), MLME is responsible for the governance of the energy sector (including the power sector) and its subsidiary institutions, which it does through formulation of national energy policy and master development plans. It currently leads the concession granting process for electricity-related private sector investments.

Liberia Electricity Corporation (LEC): LEC was created as a public utility in 1973, through an act of Parliament, as the public electricity utility that has the mission to increase reliable access to affordable electricity throughout the country and maintain financial viability of the entity. LEC will collaborate with MCC and MCA-L in rehabilitating the MCHPP, expanding of the electricity grid and increasing reliability, and establishing the first public electricity training center within the utility.

Liberia Electricity Regulatory Commission (LERC): LERC was mandated by the 2015 Electricity Law of Liberia. It is responsible for the development and implementation of licensing, technical and tariff regulations and regulatory information system for the energy sector. LERC shall comprised of three commissioners appointed by the president and confirmed by the legislature. MCA-L has been instrumental in helping to set up LERC and funding its initial operations.

Environmental Protection Agency (EPA): The GoL agency responsible for environmental management in the country by implementing the national environmental policy and sustainable management law for the protection of natural resources. MCA-L will fund EPA's institutional capacity development as well as collaborate with then to ensure compliance with relevant local and international environmental laws and policies.

Liberia Water and Sewer Corporation (LWSC): LWSC is the public water utility responsible for water supply and sewerage nationwide. LWSC will collaborate with MCA-L in rehabilitation of the water transmission pipe between Mt. Coffee to White Plains Water treatment plant.

Ministry of Youth and Sports (MoYS): The GoL ministry responsible for ensuring that Liberian youth have equal opportunities to achieve their outmost potentials. MoYS is supporting young entrepreneurs; they are also leading a project funded by AfDB to train master craftsmen for electricity transmission and distribution in the private sector.

Ministry of Transport (MoT): MoT is the GoL ministry that is responsible for ensuring effective and efficient transportation service delivery and infrastructure development in Liberia, through the implementation of the National Transport Policy and the National Transport Master Plan. MoT works with the Volpe Center on Road project related issues, and will be responsible for channeling certain levies it collects into the National Road Fund.

Ministry of Commerce and Industry (MoCI): The GoL ministry that is responsible for establishing sound policies to facilitate commerce and trade to ensure private sector growth and innovation. MoCI collects and maintains a database of all Liberian businesses, small, medium and large. MCA-L will collaborate with them to ensure eligible MSMEs can benefit from the project.

Ministry of Labor (MoL): The GoL ministry that is responsible for regulating the labor sector of Liberia through the development and implementation of policies to ensure adherence to the Labor Practices Law of Liberia as well as international labor conventions, which Liberia is a signatory to. MCA-L will collaborate with MoL to ensure issues of trafficking in persons (TIP) are addressed according to MCC Counter Trafficking in Persons Minimum Requirement Guidelines and the Liberian local regulations.

Ministry of Health (MoH): The GoL ministry that is responsible for reforming and managing the health sector to ensure effective and efficient delivery of comprehensive, quality, equitable, accessible, and sustainable health services for all Liberians. LEC Project Implementation Unit (PIU) has been collaborating with MoH to improve access to health services in the Mount Coffee area. MCA-L GSI and ESP may seek to ensure that any support in this area benefits project affected communities.

Ministry of Finance and Development (MFDP): The GoL ministry established to manage institutions of public finance, economic management and development planning to achieve inclusive and sustainable growth and development. It is a member of the Inter-Ministerial Steering Committee (IMSC) and has oversight responsibility of the Road Fund with the mandate by the Road Fund Act to appoint the National Road Fund Manager with approval by the IMSC and direct the day-to-day management and administration of the fund.

National Investment Commission (NIC): The GoL agency that is responsible for promoting and coordinating investment related activities in all sectors of the Liberian economy. NIC supports Entrepreneurship and provides investment incentives to Liberian businesses.

Relevant International and Liberian Non-Governmental Organizations

There are dozens of international non-profit and for-profit organizations and firms implementing development projects within Liberia, and many more national NGOs operating in Liberia; few work in the energy and transport sector specifically, but many of them do consider issues around gender equity as essential elements in their various types of work. Those listed in the table below, however, focus centrally on women's livelihood improvement, energy, or transport.

Table 5: Select International and National NGOs /Firms

International NGOs/Consulting Firms

Energy: Winrock International Women's Livelihoods: GIZ, Building Markets, Plan International, Action Aid, International Rescue Committee, Mercy Corps, NRECA International, BRAC, Africare, CARE
National NGOs
Roads/Transport: Liberia Motorcycle Transport Union, Bridge Rural Communities for Trade (BRCT) Energy: Liberian Energy Network (LEN) Women's Livelihoods, Liberia Women Forum, Liberia Marketing Association, The Zorzor Women Care Inc; Beacon of Hope Youth Organization, National Empowerment Program for Women and Children; Alliance for Women Advancement; Liberia Girl Guides; National Youth Action Inc, SMART Liberia, Women Empowerment through Self-Employment, Youth Focus Center

2.Social and Gender Integration Action Plan

2.1 The Liberian Electricity Corporation (LEC)

The Liberian Electricity Corporation (LEC) is the national, government-owned, vertically integrated electric utility operating in Liberia. LEC currently supplies electricity through the Mt. Coffee Hydropower Plant (MCHPP), cross-border network with Cote d'Ivoire, HFO and HSD generators. It will also supply energy from the Cote D'Ivoire, Liberia, Sierra Leone, Guinea (CLSG) transmission line starting approximately in 2020.

Since January 2017, an interim management team has managed LEC. A new management services contractor (MSC) is expected to take over the management of LEC by the end of 2017. They will work to improve the company's overall performance and efficiency, while training local staff over the next three years. The MSC will be funded through Compact funds.

Improvements to LEC Customer Service

While there are a myriad of challenges facing LEC, its limited capability to provide timely and quality service to new and existing customers was identified as a pressing need for Compact success. Without improvements in customer service, the pace of new connections and the number of total connections will continue to lag behind customer demand, in particular for marginalized Liberians. LEC has outdated systems, an understaffed customer service department in Waterside that is difficult to access for most LEC customers, and too few technicians with poor quality equipment and too few vehicles to make requested connections and repairs.

The current LEC system tends to be more responsive to those customers who know the "right" people within LEC and/or can make additional payments off the books. While donors have funded the connection costs of low-income households, in general, those who do not "know influential" – and who tend to be poorer or otherwise marginalized are at a disadvantage in obtaining service from LEC in a timely fashion.

Another challenge is that customers often need to physically visit the Waterside Customer Service facility to activate their meters or register complaints, and waiting times are often very

long, taking up a full day. The Center is in a congested slum area, and is difficult to access for most of the LEC customers in Greater Monrovia, in particular those who are poorer and live far away from the main office. The majority of customers in the waiting area at Waterside on any given day are women, who are normally tasked with the majority of household tasks and therefore are hit the hardest when it comes to having time for domestic duties or productivity (e.g. selling in the market).

While the LEC website lays out the steps needed for customers to get connected, customers are given no time frame in which they can expect to be able to use on-grid electricity. The process from start to finish may take three months or three years – and is often determined, as noted above, by the customer’s ability to influence LEC staff and officials. These factors act as a disincentive to those who desire to connect the legal way. The overall lack of transparency in the process and the lack of a clear time frame to complete each stage leaves more opportunity for those within the LEC system that might want to exploit their position for personal gain.³⁰

Even when connectivity is established, registering complaints is not straightforward. Customers can log complaints via the phone or in person, and then customer service staff manually writes down the “faults” into a log book. Many LEC customers are dissatisfied with the process and the lack of timely responses to “faults” or problems they have reported. However obtained, logged complaints are transmitted to the dispatchers who task the technical staff to make repairs. Technicians may or may not have access to equipment and materials needed to address the problems reported. Faulty installations and repairs may lead to additional public safety concerns.³¹

Improving the existing Waterside Customer Service Center and constructing additional customer service facilities – better staffed and equipped -- in the communities in which LEC operates is critical. LEC has already recognized the need to decentralize services and has taken steps to pre-position technical service teams into the five zones, to allow for faster response times to customer complaints.

Table 6: Action Plan: Improving Customer Service at LEC

GSI Entry Points	Key Actions	Outputs	Responsible Parties
Establishment of one new Community Customer Service Center for LEC			
	Design new community based facility	TOR for design and supervision of prototype facility	MCA-L
		Design and tender documents completed with SOW and cost estimates	Consultant
	Land Acquisition	If required, survey and registration of deed for land acquisition	LEC
	Construct New Facility	Completed Customer Service Center	Contractor

Improve Current Waterside Customer Service Facility	Provide necessary staff	Adequate and qualified staff available to provide customer service	LEC
	Provide all utilities and connections to central office	Electricity connected to the facility and link to the MIS of the central office	LEC
	Augment and restructure HQ customer service facility.	Contract to design and improve the existing Waterside customer service facility.	LEC and Contractor
Upgrade of existing customer service techniques	Training in customer service takes place at the new LEC Training Center and or onsite at LEC locations.	Design training program for customer service	MCA-L, Consultant
		Deliver customer service training	Consultant
Implementing Entity Agreement includes Customer Service	Implementing Agreement between LEC and MCAL includes necessary actions to strengthen customer service	Signed IEA which contains customer service improvements.	MCA-L and LEC

Improving LEC Workforce Diversity and Working Environment

LEC is an equal opportunity employer in accordance with Liberian law. According to staff they have made attempts to attract females for its mostly technical positions by including an “equal opportunity employer” clause in advertisements, along with a statement encouraging women to apply for its positions. Nevertheless, the current workforce gender balance is heavily skewed towards men. The imbalance problem may be less that of opposition to females in technical or management positions and more that of supply of qualified females.³²

Table 7: LEC Workforce

% Female Staff	Total	%
Total	550 total 59 women	11%

Operations Department (OD)	56 total 4 women	7%
Technical positions within OD	56 total 3 women	5%

Training for LEC employees is in high demand; there are not enough slots (or funds) to meet either low-level or high-level training current needs.³³ The LEC Training Center will be in high demand. Females may be less likely to take part in training opportunities, according to staff interviewed; there may be a need for a targeted outreach and recruitment to encourage women to apply for LEC training offerings.

Work place harassment issues and procedures for handling these issues are defined in the Civil Service Handbook. LEC staff did not report any incidences of personal or third-party discrimination or lost opportunities due to gender, socio-political or other demographic orientations. No incidences of bullying or harassment was known by this group of respondents, although it is important to note that such admissions were unlikely in such an assessment.

Discrimination may be implicitly practiced by the inadequate facilities at the LEC headquarters in Waterside.³⁴ The dangers of the slum put both men and women at risk, but it is higher for females.

Status and Authority of Gender Focal Points within LEC

Senior level individuals have been designated as gender focal points for LEC and have functioned at a high level, although there is no policy delineating their role, and they are still expected to perform the tasks of their regular job as a first priority. LEC has not adopted a corporate gender or social policy.³⁵

There is an informal Female Staff Association that has operated since 2008. Most women at Waterside (LEC headquarters) are members, but those at Bushrod Island are not members or even aware of the association. The association has proposed important improvements to management, including training, increased staffing needs, and toilet and canteen facilities, but these were not acted upon. LEC senior management appears to take the view that gender issues are women's issues, and therefore assigns the responsibility for any related activity to women. Excluding men from any proposed activities and training may prejudice future efforts to mainstream gender issues within LEC.

Table 8: Action Plan – Strengthening Gender and Social Inclusion within LEC

GSI Entry Points	Key Actions	Outputs	Responsible Parties
Stronger Gender Focal Points/Units able to change policy, processes and outcomes	Capacity building for Gender and Social Inclusion Units	MCA-L consultant provides TA to build the capacity of LEC's Gender and Social Inclusion Units	MCA-L, MCA-L consultant
	Policy adopted which sets out authority and responsibilities of Unit	MCA-L consultant provides TA to draft policy for GSI Unit.	MCA-L, LEC

	Key Directors and Staff of organization know the importance and role of GSI Units	TA to provide training for all staff on role of Inclusion Units	LEC Board, LEC senior management, LERC
Management of LEC is committed to addressing gender and social inclusion priorities.	MSC Team is briefed about results of SGA MSC incorporates key GSI priorities in their plans and priorities.	MCA-L provides MSC team with key findings of the SGA for LEC	MCA-L, MSC and LEC
LEC systematically collects and analyzes disaggregated data on customers.	Ensure disaggregated data training included in overall M&E training for LEC	Record of data disaggregated by income quartiles Relevant guidelines	LEC, MCA-L

2.2. Ministry of Lands, Mines and Energy

MLME was established through the 1973 Public Authorities Law, with a mandate over activities relating to land, mineral, water and energy resource exploration; the Electricity Law amended this Act in 2015 and is undergoing reforms (including divesting the MLME of its regulatory functions which would be transferred to the Liberian Electricity Regulatory Commission or LERC). A new Bureau of Electricity and Renewable Energy (BERE) is also being created under the Department of Energy. Through its Department of Energy (DOE), MLME is responsible for the governance of the energy sector (including the power sector) and its subsidiary institutions, which it does through formulation of national energy policy and master development plans. It currently leads the concession granting process for electricity-related private sector investments. To facilitate its oversight role, MLME is a statutory member of LEC's Board of Directors and manages the RREA.

MLME has no policies that specifically address gender and social inclusion issues related to internal operations nor their interaction with external stakeholders.

Improving MLME Workforce Diversity and Working Environment

MLME is an equal opportunity employer in accordance with Liberian law. MLME has made attempts to attract females for its mostly technical positions by including an "equal opportunity employer" clause in advertisements, along with (in recent years) a statement encouraging women to apply for its positions.

Nevertheless, the current gender balance within MLME is heavily skewed towards men. Only about 13% of the staff are women (67 of 519 total). There are even fewer women (proportionally) in technical positions. Within the Department of Energy, 3 of the total (16) staff

are females: only one of the females is in a technical position. Females within MLME have benefited from training or educational (with scholarship) opportunities.³⁶

Workplace harassment issues and procedures for handling these issues are defined in the Civil Service Handbook, and no MLME staff met by the 2017 Mission Team reported incidences of personal or third-party discrimination or lost opportunities due to gender, socio-political or other demographic orientations. No incidences of bullying or harassment was known by this group of respondents, though it is important to note that such admissions were unlikely in such an assessment.

Status and Authority of Gender Focal Points within MLME

MLME has a Gender Focal Person (GFP) in accordance with the National Gender Policy (NGP) requirement for all government ministries. However, MLME has no internal gender policy or guidelines that defines the responsibility of the GFP; the incumbent is not located at a decision-making level, and lacks the authority, capacity and skills to effectively perform the functions of GFP outlined in the NGP. While the Government of Norway through NVE built the capacity of some MLME staff on gender and energy and some of the staff trained remain in MLME to date, in general there was limited awareness of the NGP mandate to hire staff and allocate budgetary and other resources for a Gender Unit.

Table 9: Action Plan – Strengthening Gender and Social Inclusion at MLME

GSI Entry Points	Key Actions	Outputs	Responsible Parties
Stronger Gender Focal Points/Gender and Social Inclusion Units able to influence internal policy, processes and outcomes related to gender and social inclusion issues.	Capacity building for Gender Focal Points (GFPs) or staff of Gender and Social Inclusion Units (GSIU)	MCA-L provides TA to build the capacity of the Gender and Social Inclusion Unit	MCA-L, Consultant, and MLME
	Policy adopted which sets out authority and responsibilities of Unit and other critical GSI issues	TA provided to draft Gender and Social Inclusion Policy for each institution	
	Leadership and staff understand GSIU and the GSI policy of MSME.	Training for staff and leadership on GSI	

2.3 The Liberia Electricity Regulatory Commission

Under the 2015 Electricity Law, LERC is responsible for the development and implementation of licensing, technical and tariff regulations and regulatory information system for the energy sector. LERC had not yet been created at this time of the initial SGIP. MCA-L is committed to staffing the LERC, and has included a Gender and Social Integration Specialist within the proposed staffing structure. As the Commission gets up and running, there are opportunities to ensure that LERC has incorporated gender and social inclusion issues into internal policies and

procedures. In addition, the tariff regulations should be informed by both cost-recovery and affordability criteria.

Table 10: Action Plan for Strengthening Gender and Social Inclusion at LERC

GSI Entry Points	Key Actions	Outputs	Responsible Parties
LERC with qualified Gender and Social Inclusion Specialist	Recommend/create a position for GSI Specialist within LERC	GSI Specialist roles and responsibilities included in the LERC IEA and Business Plan Position description/TOR drafted for GSI Specialist GSI Specialist position created	LERC, MCA-L and MCC
Gender and Social Inclusion Specialist is able to influence key policies (including tariff setting), processes and outcomes within LERC	Draft LERC Gender and Social Inclusion Policy	Gender and Social Inclusion Policy to governs key policies, planning and implementation of activities at LERC	LERC's GSI Specialist and MCA-L supported Consultant

2.4 Ministry of Public Works

The main public institution for road works in Liberia is the Ministry of Public Works (MPW). The Department of Public Works was created by an Act of the National Legislature in 1928, and was later reorganized by law to become a ministry in 1972. The MPW is tasked with surveying, drafting/designing, construction and supervision, improving and maintaining, all highways, bridges, roads, streets, airport, seaport, and all other public infrastructure in Liberia through direct work or through contracts. The road sector is creating a National Roads Authority under sector reforms specified in the National Transport Policy and Strategy (NTPS), which provides a framework for market-based competition in the sector, establishing a mechanism for a roads fund, and support the development of the road infrastructure.

Improving MPW Workforce Diversity and Working Environment

Discussions at MPWPW indicate that it has problems hiring and promoting females to technical or management positions because not many females in Liberia have the necessary qualifications. Recently, MPW has attempted to attract female employees by including an “equal opportunity employer” clause and language such as “Females are especially encouraged to apply” in recruiting notices. These have resulted in little progress in achieving a greater gender balance to date. Some of the females had benefitted from additional training beyond their university degrees, including studies abroad.

Table 11: Gender balance among staff at MPW

% Female Staff	MPW
Total	18% (93 of 433)
Department/ Role	25% (11 of 41) (Directors)
Technical Positions	10% (7 of 71) (Engineers) + 2 female directors

Work place harassment issues and procedures for handling them are defined in the Civil Service Handbook. However, MPW's Human Resources Director reported that most departments and individuals do not strictly adhere to the complaints handling process set up within the agency, but are handled - to the extent they are - by the concerned individuals or their boss or head of section. Those that participated in the survey largely reported that they have not experienced workplace harassment or been bullied.³⁷

Improving Status and Authority of Gender Focal Point at MPW

MPW has established a gender focal point position, which is held by the (female) Director of Human Resources and Training (HRT) – the level required in the National Gender Policy. Efforts to institute GSI actions at MPW have strong current leadership support, but the limited results indicate that the knowledge, tools and techniques to foster effective GSI mainstreaming actions within MPW are inadequate.³⁸

Although some staff members have received gender training, there is no internal MPW policy defining the role of the Gender Focal Point nor how gender will be integrated into planning and budgeting.³⁹

Table 12: Action Plan - Strengthen Gender and Social Inclusion within MPW

GSI Entry Points	Key Actions	Outputs	Responsible Parties
Stronger Gender Focal Points/Units able to change policy, processes and outcomes	Capacity building for Gender and Social Inclusion Units	TA to build the capacity of MPW's Gender and Social Inclusion Units	MCA-L, Consultant
	Policy adopted which sets out authority and responsibilities of Unit	MCA-L consultant provides TA to draft policy for GSI Unit	MPW
	Key Directors and Staff of the ministry know the importance and role of GSI Units	TA to provide training for all staff on role of Inclusion Units	MPW

Support sensitization of key stakeholders to gender and social inclusion issues within MPW	Conduct institution-wide sensitization of MPW staff on GSI issues.	MPW staff aware of Key GSI issues in the workplace	MPW, MCA-L and Consultant
	Train MPW directors in gender budgeting, policy, and planning to enable develop and mainstream internal GSI policy and plans for their entities	Institution-wide workshops for staff Sector specific training for directors trained	MCA-L and MPW
MPW promotes the recruitment of women and encourages contractors to hire eligible women and youth for road maintenance	Promote recruitment and hiring of eligible skilled and unskilled women, youth, or other vulnerable groups in routine/periodic maintenance works	Number of skilled local groups or women employed in technical areas Number of unskilled local groups or women involved in other areas such as shoulder and drainage works (roadside brushing, drainage cleaning, etc.) including data collection	MPW

2.4 Ministry of Gender, Children and Social Protection (MGCSP)

MGCSP is the GoL ministry responsible for gender mainstreaming and social inclusion across all GoL ministries and agencies across the country. MGCSP is mandated to advise the GoL on all matters affecting women and children to ensure government support for their overall wellbeing. MGCSP developed the NGP that mandates having Gender Focal Points in all the GoL ministries and agencies. The NGP provides the national and institutional framework and guidelines for mainstreaming gender and empowering vulnerable groups. It aims to strengthen gender responsive structures, processes and mechanisms for development in which both women and men participate equally, have access to, and benefit from national resources.

Findings from the NGP review highlighted low capacity in terms of implementation and planning, and mechanisms for ensuring effective and sustainable gender mainstreaming within GoL agencies, developmental process, and sectors. Specific recommendations from the review included, but not limited to, low technical capacity for gender analysis, reinstatement of the National Gender Forum, and provision of guidelines for Liberian Institute for Statistics and Geo-Information Services (LISGIS) to ensure better data collection, recording and reporting of gender issues.

MCC/MCA-L will collaborate with MGCSP to obtain ministry-level support for Compact GSI activities and buy-in and cooperation from IEs and other GoL agencies for achieving GSI goals and objectives.

MCC funding will be used to build the capacity of MGCSP to support its roles in coordinating, implementing, monitoring and evaluating the implementation of the National Gender Policy in the energy and roads sector. MCC support will also enable MGCSP to reinstitute the National Gender Forum to strengthen stakeholder participation, gather relevant data from stakeholders, disseminate information, as well as develop new policies and programs.

Table 13: Action Plan - Strengthening MGCSP Capacity

GSI Entry Points	Key Actions	Outputs	Responsible Parties
IEA with MGCSP Strengthen capacity of MGCSP to oversee Gender and Social Inclusion Units in LEC, MLME and MPW.	Hold consultative meetings with MGCSP to discuss and agree on TA to enable them provide supportive supervision to GSI Units within all IEs.	Signed IEA	MCA-L GSI Director, MCA-L Legal Counsel
	Enter into IEA with MGCSP to capture MGCSP responsibilities and MCC intention to provide capacity building.		
	Consistent with the NGP, hire a consultant provide TA to strengthen MGCSP capacity to oversee and coordinate with the Gender and Social Inclusion Units within the key implementing entities.	Consultant hired to provide GSI capacity building support for MGCSP and other implementing entities.	MCA-L
	Conducting gender assessments and developing gender policies and audits that would improve entity overall management performance	Supervisory and policy support provided SGAs, policies and audits developed	MGCSP
	Planning and implementing GSI projects, programs, and policies within the IEs	Supervisory and policy support provided	MGCSP with support from consultant
	Reinstate the Liberia National Gender Forum to create platform for better stakeholder engagement & info dissemination		MGCSP

2.5 Connecting Markets & Supporting the Productive Use of Electricity and Energy Efficiency by MSMEs

Micro, Small and Medium Enterprises (MSMEs) are one of the developing world's most powerful economic forces. They comprise the lion's share of income generating activities within Liberia.⁴⁰

A reliable source of electricity combined with the knowledge of how to use it most productively could help MSMEs grow, accumulate sufficient capital to reinvest, to decrease their vulnerability and to go beyond only generating enough income to sustain their families.

MCA-L will take a two-pronged approach to help maximize connectivity and productive use of electricity by MSMEs. First, 1-2 major local market centers will be selected within greater Monrovia to connect to the LEC grid. These markets are generally without electricity, and sadly, their architectures provide limited lighting from the sun during the day. MCA-L would make connections to these markets a priority for LEC, and provide the necessary equipment (poles, light fixtures) to be installed in and around the market areas. This approach will provide a real-time demonstration of the value of the investment that MCC has made in electricity generation – by bringing the most basic forms of electricity – lighting - that would allow that market to stay open longer and make it safer for those who come to buy and sell there. Vendors in the market would receive general information about how to use electricity more cost-effectively, the benefits of saving enough to afford an expanded market fee that would incorporate a portion of the costs. Second, MCA-L will focus on training a select number of MSMEs within the greater Monrovia area to use electricity more productively and efficiently to grow their businesses.

The sanitary conditions of the markets are also very poor. Market women who are the dominant vendors, often lack clean drinking water and good latrines for themselves and their kids. Garbage disposal is another major issue, women and men vendors as well as customers, literally transact amidst the filth. As part of the GSI support to electrify the markets, MCA-L may support WASH activities in the selected markets to help improve market health and sanitation for both vendors and customers.

Table 14: Action Plan - Strengthening SMEs and increasing Productive Uses of Electricity and Energy Efficiency

GSI Entry Points	Key Actions	Outputs	Responsible Parties
Identify 1-2 key markets to electrify and support necessary WASH activities.	Identify key markets.	TOR for market identification & inventory of vendors within market.	MCA-L Consultant
	Inventory of types of vendors within the market and current electricity needs/uses.		MCA-L Consultant
Identify eligible MSMEs that meet target criteria within Greater Monrovia area.	MSMEs that have already had BDS or capacity building assistance from other donors and have electricity/dependent businesses.	TOR for consultant to do research of eligible MSMEs	MCA-L

MSMEs Use Electricity to grow businesses	Provide training to MSMEs that are identified by above assessment.	MSMEs trained in how to use electricity to grow businesses	MCA-L Consultant
Communication outreach for energy usage for productivity	Provide strategic communication and information to increase knowledge of vendors in markets on energy efficiency and cost savings.	Communications materials developed Outreach to key markets	MCA-L Consultant
Monitoring and evaluation of MSME productive electricity project	Develop project monitoring and evaluation plan, including rigorous evaluation methodology, e.g., randomized controlled trial	M&E plan for productive uses of electricity and energy efficiency projects with MSMEs beneficiaries developed	MCA-L Consultant
	Database of electricity intensive MSMEs within Greater Monrovia	Database of MSMEs that use electricity intensively	MCA-L Consultant
Client case studies and documentaries	Documentaries and/or written case studies on select clients showing their progress pre and post intervention	Successful case studies developed for educational, informational and promotional purposes	MCA-L Consultant

3. Environmental and Social Performance & Risk Management

During the initial phase of the Compact, ESP worked with LEC's Project Implementation Unit (PIU) on a number of activities. These activities satisfy MCC's Gender Principles for reducing fragility of vulnerable groups to enable them benefit from project opportunities and lift themselves out of poverty. In some cases, communities were made more vulnerable by the rising water in the reservoir cutting off access to farms as well as vital transport arteries required for markets and emergency evacuations. Specifically, ESP oversaw (1) construction of two floating bridges, numerous culverts, and a steel bridge to keep local farmers connected to their farms and secondary roads in the MCHPP areas; (2) installation of hand pumps and constructed latrines in communities that lacked healthy water sources and excretory facilities, which could lead to diarrheal disease outbreaks; and (3) provision of technical and financial support to WASH programming and latrine construction for Unification Town, a newly formed community resulting from the resettling of three separate communities.

3.1 ESP Activities

The SGIP identifies entry points for mainstreaming gender into ESP activities. For CBNRM and WASH, in particular, there are important gender considerations when looking at household and community use of natural resources or water/sanitation needs. Inherent in the analysis is the

need to look at how land, Natural Resource management (NRM) and economic decisions, inter and intra-household, play into resource use. It will help us in the targeting of efforts and looking for ways to improve behavior. GSI will collaborate with ESP to help to mitigate any adverse impacts or risks that may affect men or women as part of these projects are adequately mitigated, if not removed. Likewise, GSI will support efforts for local men, women, or other vulnerable groups including persons with disabilities (PWDs) to equally participate in and/or benefit from opportunities provided by ESP projects.

- *MCHPP to White Plains Water Treatment Plant (WTP) Raw Water Pipeline:* MCA-L will help to ensure that unanticipated risks and/or negative gender impacts, if any, are properly identified and adequately addressed. This activity may have resettlement interventions; MCC has hired a consultant (CH2M Hill) to conduct a feasibility study to perform preliminary engineering and design plans and inform an ESIA and a resettlement policy framework. MCA-L will seek to ensure that any potential Resettlement Action Plan (RAP) is implemented in a fair manner addressing those that are affected equally, but relative to the level of impact. Prior to any RAP, the optimizing of the routing would take into consideration impacts on local families, as the poor tend to be displaced first because of economic/political feasibility. This may not be a huge issue for a small pipeline through a largely rural area; but if this crossed urban and peri-urban areas, greater attention would be required.
- *Community-Based Natural Resource Management (CBNRM)* formerly referred to as Watershed Management Plan: MCA-L will seek to ensure that both men and women benefit from opportunities that involved improving reservoir management and provision of small scale agriculture training opportunities in order to prompt community members to cultivate, integrate and maintain sustainable natural resource activities that are viable and profitable as well as beneficial to the sustainability of the MCHPP rehabilitation investment. MCA-L will also facilitate the development of Village Savings and Loan Associations (VSLAs) among the community. Given that Liberian women dominate the informal sector (particularly in areas of agriculture and trade) and are more likely to manage VSLAs, MCA-L will ensure that the project contractor encourages men to participate and seek to remove any barriers that prevent men from participating, in order to increase household income and improve the overall economic standard of the community. MCA-L GSI will work with ESP in the implementation of WASH activities to ensure that the women and children are properly targeted to benefit from the proposed interventions.
- *Fish Surveys and Initiatives:* MCA-L will ensure that community consultations, fish surveys, fish sampling activities, and possible capacity building initiatives for/with fisherpersons include both men and women, community based organizations, as well as persons with disabilities as they relate to the project. Consultants will be required to consult with both men and women in order to understand different gender roles in fisheries, fish markets, economic decision-making, etc. GSI will ensure that the community engagement plan of the contractor and the capacity building plan for local stakeholder including the Bureau of National Fisheries, is gender sensitive, responsive and socially inclusive.

Table 15: Action Plan – ESP Activities

GSI Entry Points	Key Actions	Outputs	Responsible Parties
MCHPP to White Plains WTP Raw Water Intake Activity: RAP	Promote GSI engagement in route selection. If resettlement is needed, help to ensure that heads of households including both men and women who are heads of households are aware of total benefits or amount of compensation packages for family. Community consultation will provide information on the resettlement numbers and negative impacts of the project.	Women and men are treated fairly in resettlement activities	MCA-L GSI MCA-L ESP LWSC EPA LEC Consultant
Community-Based Natural Resource Management (CBNRM) & WASH	Assess gender roles in land use and NRM and ensure gender sensitivity and responsiveness in the selection of participants for CBNRM capacity building so that men and youth can benefit as well as women	Men, women and youth benefit from CBNRM activities	MCA-L GSI MCA-L ESP EPA LEC ESP Consultant GSI Consultant
	Collaborate with ESP to ensure that WASH activities target persons and groups who are more vulnerable including women, children, elderly and PWDs, etc.	WASH activities benefit those most in need	MCA-L GSI MCA-L ESP
Fish Surveys & Capacity Building	Ensure gender sensitivity in the selection of participants for community consultations including fish surveys. Assess and respond appropriately to gender roles in fisheries.	Both men and women (CBOs and/or PWDs) included in consultations	MCA-L GSI MCA-L ESP BNF/MOA Consultant
	Ensure gender sensitivity and responsiveness in the selection of participants for capacity building for Bureau of National Fisheries (BNF) in the	Both men and women benefit from capacity building	MCA-L GSI MCA-L ESP BNF/MOA

	Ministry of Agriculture (MOA) and local fisherpersons		Consultant
	Ensure that Consultant's community engagement plan is gender sensitive, inclusive and responsive	Gender sensitive, inclusive and responsive community engagement plan	MCA-L GSI
			MCA-L ESP
			MCA-L DOC
			EPA
			ESP Consultant
			GSI Consultant

Road Maintenance Activities

Road maintenance activities will bring benefits to communities but increase unintended risks in terms of road safety for users and pedestrians and facilitating trafficking in persons. MCA-L GSI and ESP will facilitate stakeholder engagement and encourage contractors to recruit from local communities in MCA-L funded road maintenance activities. In addition, MCA-L will require a plan to mitigate risks of trafficking in persons and road safety concerns.

Table 16: Action Plan - Risk Mitigation in Roads Project

GSI Entry Points	Key Actions	Outputs	Responsible Parties
Stakeholder engagement and training for work in roads maintenance	Ensure collaboration with CBOs for awareness raising or capacity building in relevant skills in road maintenance.	Civil society organizations, local CBOs, women's groups and youth groups engaged	MCA-L GSI MCA-L ESP MCA-L DOC MPW Contractor
Recruit from local communities for road maintenance work	Promote/ensure the recruitment of local men and women in road maintenance activity such as road side brushing, drainage clearing, grass planting etc.	Job opportunities for local men and women	MCA-L GSI MCA-L ESP MPW Contractor
Mitigate TIP risks in road maintenance areas	Collaborate with ESP to include trafficking in persons (TIP) risk assessment in ESMS for projects within the Road Maintenance Zones (RMZs)	TIP risk assessment conducted	MoL MCA-L GSI MCA-L ESP MPW

			Contractor
	Work with MCA-L Road Project lead to develop mitigation measures for TIP from assessment	TIP mitigation strategy/plan developed	MCA-L MPW Contractor
	Review TORs and monitor / hold accountable contractors to ensure they are compliant with MCC TIP policies and guidelines	TORs and contracts revised and / or revised if applicable	MPW MCA-L DOR MCA-L GSI
Road safety awareness increased in RMZs	Collaborate with ESP to sensitize local communities on health and safety issues, including TIP, in areas where road maintenance is carried out	Hire expert firm to develop, organize and implement road safety strategies for local communities Sensitization activities	MCA-L GSI MCA-L ESP ESP Contractor GSI Consultant

4. Communication

At the institutional level, it is important to incorporate GSI language, results, and impact from activities into all Compact communication and outreach materials, including brochures, advertisements, announcements, publications, websites, and social media. Additionally, communication materials must be reviewed to ensure all stakeholders can access services and policy information that is accurate, consistent, and easy-to-understand (e.g., no technical terms). Studies show that men and women use information differently and prefer different sources.⁴¹

The SGIP itself and its requirements will be communicated to relevant stakeholders through various media, in consultation with the Communication and Outreach Directorate. The audience will include: Implementing Entities, Government Agencies, Private Sector, Civil Society Organizations working in the Energy sector; NGOs representing the interests of Women and other vulnerable groups; development Partners with common interests and objectives; MCA-L Board, Management and staff. Implementing Entities, Management and Staff; as well as the Gender Focal Persons.

Table 17: Action Plan - Improving GSI Communication Outreach

GSI Entry Points	Key Actions	Outputs	Responsible Parties
Communication outreach plan/materials on gender responsiveness and social inclusion	Develop and disseminate GSI communication strategies and materials in consultation with MCA-L Communications and Outreach Director.	MCA-L GSI communication plan developed	MCA-L GSI Specialist and MCA-L DOC

	Use local media and contact-based strategies in collaboration with secondary schools, universities, MCA-L Communications and Outreach Director to create and conduct GSI awareness and sensitization campaigns in order to increase women's interest and enrolment in technical fields.	Communications materials and campaigns launched	MCA-L GSI and Consultant MCA-L DOC Key stakeholders
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5. Monitoring and Evaluation

The activities proposed in this SGIP contribute directly to many of the key aspects of the program logic for the Energy Project, mainly through facilitating the connections needed to reach the Economic Rate of Returns (ERRs). The customer service improvements are intended to help LEC to contribute to the number of households, firms, institutions connected to the grid.

GSI will closely collaborate with M&E so that the most relevant and accurate methods of and/or frameworks for monitoring and evaluating GSI projects or Compact projects with GSI interventions or considerations are identified, developed and/or institutionalized. GSI will supply MCA-L M&E Unit with the relevant GSI outputs, outcomes, indicators as well as the appropriate conceptualization and operationalization where necessary, to enable the M&E Unit establish the right categories and attributes for clear and accurate monitoring and evaluation purpose.

For monitoring and evaluation of MCA-L GSI projects, several methods and tools may be considered to capture a greater scope of the gender landscape within project areas. Quantitative measures will be considered in order to estimate key demographics of project beneficiaries including age and gender. Qualitative measures such as interviews, participant observation or focus group discussions will provide insight, beyond numbers, into the perceptions, attitudes or behaviors of project beneficiaries.

GSI will hire consultants for several projects and the consultants will be required to develop clear M&E plans that would be linked to MCA-L GSI SGIP specific activities. To ensure that consultants' M&E plans do not conflict with MCA-L overall M&E plan, consultants will be provided with the Liberia M&E Plan. As the SGIP will be regularly updated along with GSI's M&E plan, consultants will be expected to collect, record and report M&E data and information in a way that it can be easily incorporated and analyzed by MCA-L M&E Unit.

GSI will seek to ensure that all GSI data and information, in the least case, are dis-aggregated by sex, when applicable or feasible. GSI will collaborate with the IEs to make sure that the Gender Focal Points and staff of the Gender and Social and Inclusion Units participate in MCA-L M&E review and training to enable them to collect the right GSI data and dis-aggregate them as

necessary. All GFPs and GSIUs will be expected to adhere to MCA-L M&E framework and record and report data and information consistently for the periodic update of MCA-L M&E plan.

Table 18: Action Plan - Ensure Gender and Social Inclusion in Monitoring and Evaluation Activities

Components	Entry point/Activities	Outputs	Responsible parties
Support the integration of gender and social considerations into the M&E Framework	Support the development of gender-sensitive data collection /and develop reporting template to collect information by MCA-L staff, IEs, and contractors that is required per the Liberia Compact M&E Plan	Gender-sensitive data collection and reporting template in place	M&E Director in coordination with GSI Director
	Support the incorporation of GSI into approaches, methodologies and instruments, as well as the analysis of data to the extent relevant to the program logic of Compact interventions and feasible.	Gender responsive and socially inclusive methodologies, and instruments used in the independent evaluations, to the extent relevant and feasible	M&E Director MCC and MCA-L GSI and M&E Directors
	Support capacity building of MCA-L staff and IEs to collect, analyze, and report on data disaggregated by gender and income status and also GSI-sensitive indicators to the extent reflected in the Compact M&E Plan	Trainings for MCA-L staff and IEs on GSI-sensitive M&E conducted	M&E Director in Coordination with GSI Director

6. Augmenting MCA-L GSI Capacity

The MCA-L GSI Director will be responsible for implementing the SGIP throughout the Compact period. This process will require frequent monitoring of all activities internally and externally. Maintaining collaboration with MGCSP, the IEs, other GSI-focused GoL agencies, donors, MSMEs, etc. will be crucial. At the moment, MCA-L GSI section consists only of the Director. The SGIP contains multiple/complex activities that will be taking place simultaneously, many of which will require specific attention for close management, coordination, supervision, and implementation. This will require augmentation of the GSI staff to include a GSI Specialist. The MCA-L GSI Director and GSI Specialist, will be responsible for conducting GSI trainings for the institution.

These trainings are aimed at increasing knowledge and awareness of MCA-L staff, including directors, administration, and support teams. The trainings will, among other things, aim to

- Increase the knowledge and awareness of stakeholders including MCA-L Directorate to appreciate the relationship with SGIP priorities and the successful implementation of their projects
- Understand the barriers to participation of marginalized groups in their project activities and what steps are needed to ensure that activities are consistent with MCC Gender Policy and Integration Guidelines.

Table 19: Action Plan - Augment MCA-L Capacity and Implement Institutional GSI Activities

Components	Entry point/Activities	Outputs	Responsible parties
GSI awareness and sensitization for MCA-L	Conduct GSI awareness/training workshops for MCA-L staff.	<p>MCA-L staff are aware of key GSI issues, the relevance to their work/project and potential strategies to integrate them.</p> <p>Number of awareness workshops and sensitization activities held.</p> <p>Number of projects that integrate GSI issues.</p>	MCA-L
Gender and Social Inclusion Tool Kit (criteria/guidelines, policy, toolkits) for MCA-L	Develop MCA-L GSI policy and integration guidelines to integrate into MCA-L human resource and management policies.	<p>GSI policy</p> <p>GSI guidelines</p>	MCA-L GSI

Table 20: Summary of GSI Activities

Sub-Activity	Task	Procurement	Status/Remarks
A. GSI – Gender and Electricity	Gender and Electricity Study		Funds have been reallocated to cover salary for LERC's GSI Specialist
B. GS – Technical Assistance	Social and Gender Assessment of Energy Utilities (LEC and MLME)	Consultant services (firm)	Completed with support from MCC due diligence funds
	Increasing LEC connections and customer satisfaction by improving LEC customer service	Works contract Consultant services (firm) Shopping	This involves constructing and equipping a modern customer service center for LEC and upgrading its existing customer service section at the Waterside office
	Social and Gender Assessment of MPW	Consultant services (firm)	Completed with support from MCC due diligence funds
	Support to MGCSP	Consultant services (individual)	This will include technical assistant to build the capacity of MGCSP and enable them effectively support and coordinate GSIUs within the IEs.
	Conduct Trafficking in Persons risk assessments and develop mitigation strategies in road maintenance areas	Consultant services (individual)	There will be a minimum of 3 TIP risk assessments done and corresponding mitigation plans developed in targeted road maintenance areas with potential TIP issues. MCA-L GSI will collaborate with GoL ministries of labor and public works .
	Conduct Road Safety awareness and Road maintenance consultations to increase community safety and participation	Consultant services (individual) Shopping	This will include community/stakeholder consultations and the development and publication of information and communication materials. MCA-L GSI will collaborate with MCA-L Road, ESP, PSD and Communications Outreach teams
C. GSI – Socially Inclusive/Gender Responsive Planning and Implementation	Salary support for LERC's GSI Specialist	NA	(Mentioned above) Assumes 3 years
	Establish/Strengt hen GFPs/GSI Units in LEC, MLME and MPW	Consultant services (individual) Shopping	Capacity building/training for GFPs/GSIUs within the IEs.
	Hire MCA-L GSI Specialist		Assumes 3 years
	Draft SGIP	NA	Completed by MCC and MCA-L GSI teams

	SGIP Rollout, trainings for IE and MCA-L Staff	Shopping Consultant services	Includes SGIP workshops, other small consultant services which may be needed throughout the Compact, GSI conferences/workshops hosted by MCA-L, travel of MCA-L GSI Director for GSI relevant knowledge exchange visits and MCC colleges, etc.
	Carry out GSI Communication Outreach Activities	Shopping	For Compact specific GSI communication activities for radio promos, flyers, billboards, etc.
D. Scaling up Productive Uses of Electricity	Implement entrepreneurship development/enhancement of MSMEs using LEC electricity within the Greater Monrovia Area	Consultant services (firm)	Firm to build the capacity of MSMEs to use LEC electricity to increase productivity/income. This will include promoting energy efficiency and productive use of electricity.
	Provide electricity and WASH services for 1-2 major local markets in Greater Monrovia	Consultant services (firm)	GSI will collaborate with both MCA-L Energy and ESP teams.

Annex: Methodology for Social and Gender Assessment of Implementing Entities

An approach and methodology were developed for the SGA of LEC, MLME and MPW. The following summarizes the process of undertaking the SGA and producing the associated SGA Reports and Action Plans that informed the development of the Social and Gender Integration Plan as applied to the IEs. Inputs for the SGA included current information to assess the institutions' policies and practices, capacity needs, leadership, and planned or ongoing activities related to gender and social inclusion, specifically:

- Sex-disaggregated employment data;
- Human Resource policies (including recruiting, promotions, reviews, assignments, training, etc.) relevant to gender and social inclusion
- Externally-directed policies and practices for contractors, vendors, and for clients/consumers/beneficiaries of IE functions and activities, including procurement;
- General institutional and GSI-specific policies/procedures/training for handling employee and/or external stakeholder or beneficiary complaints.

MCA-L was the coordinating entity, serving as the conduit for communications with Liberian institutions and organizations and providing contextual guidance and background to the Team.

A mission to Liberia in May 2017 was undertaken to conduct activities with stakeholders to gain a deeper understand of the needs, roles and expectations of the implementing entities (IEs), IE partners and internal and external stakeholders.

Orientation workshops with representatives of each IE and other relevant partners/stakeholders were undertaken in Monrovia, where information on the SGA approach and methodology was shared along with:

- A list of documents and data requested from IEs;
- An initial Schedule for data/information collection
- Mission activities – including proposed meetings at the IEs – and other deadlines for the SGA and associated Action Plan

Individual and group meetings were held with staff and leadership within the IEs.

Staff surveys were undertaken to the extent possible for each entity to gather more attitudinal data.

2. Endnotes

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- ¹ UNDP (2016), Human Development for Everyone, Human Development Report 2016. Briefing note for countries on the 2016 Human Development Report: Liberia. http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/LBR.pdf
- ² Household Income and Expenditure Survey 2014. Agenda for Transformation: Baseline Indicators, LISGIS, February 2016.
- ³ [Berkeley School of Law Human Rights Center](#) conducted a study based on extensive consultations with local organizations, interviews with key informants, and a nationwide survey of 4,501 respondents randomly selected in each of the counties to represent the views of the adult population in Liberia. The survey was implemented in November and December 2010. Results are representative of the population at the county level and for the Greater Monrovia district. The surveyed adult Liberians most frequently stated that in order to build peace, it was necessary to unite the tribes of Liberia (74%), educate the youth (57%), reduce poverty (46%), provide social services (40%), unite religious groups (26%), and/or address land ownership issues (25%).
- ⁴ Ammann C. and Kaufmann, A. (2014). "Politics of ethnicity in Monrovia, Liberia and Kankan, Guinea – A Comparative Analysis", *Journal of the Mende Studies Association*, pp. 57 – 98; A number of Liberian newspaper articles have dealt with this subject for years, for example see "Breaking of Political Odds 2017: The Massive Participation of the Fulani", *Front Page Africa*, September 2017, <https://www.frontpageafricaonline.com/index.php/op-ed/5356-breaking-of-political-odds-2017-the-massive-participation-of-fulani>; "Liberia: Are Mandingoes Really Citizens Or Foreigners?" *The Analyst*, 28 April 2008. <http://allafrica.com/stories/200804281737.html>
- ⁵ Yakova, L, S. Connaughton and G. Yeanay, "When it comes to Liberia's 2017 Elections, Better Be on the Side of Caution", *The Diplomatic Courier*, <https://www.diplomaticcourier.com/comes-liberias-2017-elections-better-side-caution/> Last accessed 28 September 2017.
- ⁶ World Bank Concept PID, Liberia Urban Water Supply Project, 2015.
- ⁷ Vulnerable employment is a newly defined measure of persons who are employed under relatively precarious circumstances – they are less likely to have formal work arrangements or access to benefits or social protection programmes, which puts them at risk when there is a downturn in the economic cycle. See [2010 Labor Force Survey](#) p. 28 and [summary presentation](#) to Cabinet.
- ⁸ Kokoryah, D., and Wreh, F. (2015). ["Ebola Impact Revealed: An Assessment of the Differing Impact of the Outbreak on Women and Men in Liberia."](#)
- ⁹ Liberia Demographic and Health Survey of 2013
- ¹⁰ Blattman, C., & Ralston, L. (2015). Generating employment in poor and fragile states: Evidence from labor market and entrepreneurship programs.; Chapman, E. W., & Heaner, G. K. (2016). Household enterprises in fragile and conflict-affected states: results from a qualitative toolkit piloted in Liberia (No. 108183). The World Bank; Enria, L. (2014). Real Jobs in Fragile Contexts: reframing youth employment programming in Liberia and Sierra Leone. Chicago; Munive, J. (2010). The army of 'unemployed' young people. *Young*, 18(3), 321-338.
- ¹¹ The GII reflects gender-based inequalities in three dimensions – reproductive health, empowerment and economic activity. Reproductive health is measured by maternal mortality and adolescent birth rates; empowerment is measured by the share of parliamentary seats held by women and attainment in secondary and higher education by each gender; and economic activity is measured by the labour market participation rate for women and men. AfHDR 2016.
- ¹² [African Human Development Report \(AfHDR\) 2016.](#)
- ¹³ The GDI measures differences between male and female achievements in three basic dimensions of human development: (i) health, measured by female and male life expectancy at birth; (ii) education, measured by female and male expected years of schooling for children, and female and male mean years of schooling for adults ages 25 and older; and (iii) equitable command over economic resources, measured by female and male estimated earned income. AfHDR 2016 p 27
- ¹⁴ AfHDR, 2016.
- ¹⁵ Kastelic, Kristen Himelein; Kastelic, Jonathan G.. 2015. *The socio-economic impacts of Ebola in Liberia : results from a high frequency cell phone survey round five*. Washington, D.C. : World Bank Group. <http://documents.worldbank.org/curated/en/162381468179333776/The-socio-economic-impacts-of-Ebola-in-Liberia-results-from-a-high-frequency-cell-phone-survey-round-five>.
- ¹⁶ Kokoryah and Wreh, 2015, p. xiii.
- ¹⁷ http://www.ecowrex.org/system/files/ecow-gen_programme_document_2015-2019_final_vf_en.pdf
- ¹⁸ [ECOWAS Policy for Mainstreaming Gender into Energy.](#)
- ¹⁹ Government of Liberia, [National Energy Policy](#) 2009.
- ²⁰ <http://gtf.esmap.org/results>
- ²¹ USAID PowerAfrica Fact Sheet, <https://www.usaid.gov/powerafrica/liberia>
- ²² Masami, Kojima and Chris Trimble. "Making Power Affordable for Africa and Viable for Its Utilities," The World Bank Group, 2016, 22-23.

²³ Flat tariff means that all customers pay the same per kWh rate regardless of usage and type of customer.

²⁴ While these prices are comparable to those charged by operators of diesel gensets (on the order of \$50 per month for a 1 ampere connection), many persons interviewed in the 2017 NRECA-ENERGIA Mission reported that diesel-connected HHs pay more than twice this amount. Moreover, people without access to any public electricity pay even more: the use of dry-cell batteries costs US\$74.01/kWh, car batteries US\$8.43/kWh, candles US\$8.27/kWh, generators US\$3.96/kWh, and kerosene for lighting US\$1.53/kWh.

²⁵ Doing Business in Liberia 2016.

²⁶ Cardno GM says \$24.5M Liberia construction project is 'Road to Success', 08/06/2016, [http://www.cardno.com/en-au/mediacentre/Pages/Cardno-GM-says-\\$24.5M-Liberia-construction-project-is-'Road-to-Success'.aspx](http://www.cardno.com/en-au/mediacentre/Pages/Cardno-GM-says-$24.5M-Liberia-construction-project-is-'Road-to-Success'.aspx)

²⁷ de Santos, Anastasia, Liberia Women's Entrepreneurship Diagnostic, USAID, June 2013

²⁸ GIZ, Challenges of informal motorcycle transport in Liberia, 2012; Swedish Development Agency (SIDA) with Hifab, Baseline report on the Liberian-Swedish Feeder Roads project, 2011

²⁹ Hearn, G. J. (2016). Project Scoping Study for Sierra Leone and Liberia.

³⁰ The steps are: 1. Customer sends a letter of application to the Commercial Department; 2. Customer Service staff logs information to a data base; 3. Information goes to the New Services Unit which has to send a team to assess the equipment needs and costs; 4. Customer pays invoiced amount to a designated account and provides proof of payment; 5. Customer waits to be connected and for meter to be installed. Additional steps are needed before electricity actually flows. For additional details, see LEC website, [How to get Connected](#). There is a number to call available on the website for new customers.

³¹ The application of better and more adequate, uniform equipment standards to procurement of electrical cables and equipment used for connecting LEC's customers would have a positive impact on safety – especially for children, who often play below the installations – and protection of the power lines and equipment in communities, as well as their improved quality in terms of reduced failures and subsequent needs for repairs.

³² The 2017 NRECA Mission Team met several females who had attained relatively high positions within LEC, both technical and non-technical. These included a Deputy Director – the highest ranking female in the company – in the Human Resources (HR) Department, the General Counsel, the IT Manager, the Customer Service Manager, two engineers and the executive assistant to the Managing Director. It was reported that there is one female on LEC's Board of Directors. There is no apparent bias by upper management in hiring as it relates to gender; LEC managers and supervisors indicated that the female technical staff were high-quality workers, detail-oriented and careful in their work. The Operations managers confirmed that they would like to hire more females, but there weren't many candidates who applied for the open positions. Recruitment of qualified females and males may be a challenge due to LEC's low salary levels, poor public image, poor facilities, and headquarters' location in a slum area. Salaries are as defined by the Civil Service and Parastatal Guidelines, which include pay equality for those occupying the same position. On all levels and for both sexes, LEC employees feel that salaries are not discriminatory on any gender or social basis: they are simply not in alignment with industry standards for all employees, except those hired through international donor-sponsored projects (who are at or above the industry standard). LEC benefits are in line with Liberian standards, for female and male staff as appropriate.

³³ Low-level basic skills training includes training on standard computer software programs (e.g., Microsoft platforms), basic accounting, etc. for all staff or lower-level staff; and training for new technologies (e.g., smart meter platforms) or in technical studies or higher skill areas (environmental safeguards, engineering areas, etc.) are often associated with foreign travel

³⁴ LEC's Waterside HQ has no eating canteen or food storage (refrigerator) facilities, no rest or prayer areas and no elevators or disability-friendly facilities (persons with disabilities who are prevented from using stairs must stay on the ground floor). In the Customer Service area, one unisex bathroom is provided for Customer Service/Technical Staff and the approximately 150 customers come daily to be attended – many of them pregnant females. The lack of a canteen contributes to a lack of reasonable security for LEC staff, as they must bring their lunch – although there is no food storage equipment or area – or go in and out the slum that surrounds the LEC base.

³⁵ The 2017 NRECA Mission Team met several females who had attained relatively high positions within LEC, both technical and non-technical. These included a Deputy Director – the highest ranking female in the company – in the Human Resources (HR) Department, the General Counsel, the IT Manager, the Customer Service Manager, two engineers and the executive assistant to the Managing Director. It was reported that there is one female on LEC's Board of Directors. There is no apparent bias by upper management in hiring as it relates to gender; LEC managers and supervisors indicated that the female technical staff were high-quality workers, detail-oriented and careful in their work. The Operations managers confirmed that they would like to hire more females, but there weren't many candidates who applied for the open positions. Recruitment of qualified females and males may be a challenge due to LEC's low salary levels, poor public image, poor facilities, and headquarters' location in a slum area. Salaries are as defined by the Civil Service and Parastatal Guidelines, which include pay equality for those occupying the same position. On all levels and for both sexes, LEC employees feel that salaries are not discriminatory on any gender or social basis: they are simply not in alignment with industry standards for all employees, except those hired through

international donor-sponsored projects (who are at or above the industry standard). LEC benefits are in line with Liberian standards, for female and male staff as appropriate

³⁶ In the Department of Lands, however, 7 of 8 draftspersons (mapping) are females, and there are other technical female staff in this area of MLME. In the Department of Exploration, Environmental and Research, 7 of 10 females are in technical positions. This seems to indicate that females can achieve the technical positions if they have the qualifications.

³⁷ Specifically, of the 161 persons that responded to the question on whether they had experienced harassment or bullying in the work place, only 30 (19%) reported that they had had such an experience. Of these 30 respondents, 9 were women (or 30% of those reporting harassment), while the majority (70%) were men. According to the survey responses, most cases of harassment and/or bullying are resolved by co-workers.

Overall Profile of MPW Staff & Managers Surveyed					
By Sex	Male	Female	NA	Blank	Total
All surveys:	153	51	15	10	229
Operations	81	13	7		101
Administration	41	16	3		60
HR	2	2	1		15
Finance	3	1			4
Other:	12	10			22
-Security	7	0	0		7
-Policy	3	1	1		5
-Support	1	7	0		8
-Procurement	5	2	1		8
Managers	19	6	6		31
Supervisors	39	4	3		46

³⁸ The GFP established a Female Staff Association (FSA) to support women's interaction, mentoring, and woman-to-woman support. Although all female staff members of MPW are said to be members, the female engineers and senior managers that the Team interviewed either did not know about it, hardly participated in it, or had trouble recalling the existence of the FSA. It was unclear what the FSA has advocated for or achieved with respect to gender issues within PWM, though the GFP indicated it was to support women's "goals" career-wise or help them resolve workplace issues. This indicates a need to review the FSA's role and clarify its mandate and, based on the results, determine how this association could be strengthened and made into an effective resource and tool of the Gender Unit (which is for other groups, not just females).

³⁹ Gender training of the staff has occurred; of 175 women and men that provided responses on the survey question on gender training, 32 (i.e., 6 or 13% of the 47 women and 26 or 20% of the 128 men) had received gender-related training. Many of those who were trained, however, received the training before 2013 (63%) and only 37% have been trained since 2013.

⁴⁰ According to Liberia's MSME (Micro, Small, and Medium Enterprises): A firm employing between 0 and 50 employees as defined in Liberia's MSME Policy. Micro enterprises have 3 or fewer employees, small enterprises have 4 to 20 employees and medium enterprises have between 21 and 50 employees.

⁴¹ Neuman, L. (2016). The Right of Access to Information: Exploring Gender Inequities. *IDS Bulletin*, 47(1).
