MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION

Strategic Plan

(2026-2030)

THE WORLD BANK

MINISTRY OF GENDER, CHILDREN &
SOCIAL PROTECTION
MOGCSP

Foreword

The Ministry of Gender, Children and Social Protection stands at a pivotal moment in Liberia's development trajectory. As we launch this five-year strategic plan from 2026-2030, we do so with renewed determination to transform the lives of women, children, and vulnerable populations across our nation to set the tone for national development. This strategic framework is not a mere aspirational document, but a concrete roadmap toward achieving meaningful equality and comprehensive social protection for all Liberians.

Liberia has made significant strides in advancing gender equality and child protection since the end of the civil war. We have established foundational legal frameworks, developed institutional capacity, and demonstrated commitment to international standards through ratification of key conventions and protocols. However, persistent challenges remain for many women that continue to face barriers to economic emancipation and political representation. Many children lack access to basic protection services whilst vulnerable households struggle without adequate social safety nets.

The strategic plan acknowledges these realities while charting an ambitious yet achievable path forward. Built on comprehensive stakeholder consultations and rigorous analysis of our current capabilities and constraints, the plan establishes five strategic goals that will guide our institutional transformation and program delivery over the next five years. We will strengthen our organizational systems and workforce capacity, establish MGCSP as the authoritative voice on gender equality, social protection policy and coordination, ensure accessible quality services reach all populations, develop sustainable partnerships and diversified funding, and foster a culture of learning and evidence-based decision-making.

The plan reflects lessons learned from our previous strategic plan and incorporates global best practices adapted to our context. We have designed implementation approaches that address our unique challenges, including the concentration of human and institutional resources in Monrovia, limited financial resources, and the need for sustained political commitment across electoral cycles. Through phased county strengthening, progressive decentralization, and comprehensive risk management, we will build resilient systems capable of delivering consistent results nationwide.

Our partnership with the World Bank through the Liberia Women Empowerment Project has been instrumental in developing this strategic plan. This collaboration has strengthened our analytical capacity, supported evidence-based planning, and provided the foundation for scaling successful gender centric interventions.

The ambitious targets set forth in this plan require unprecedented collaboration across government, civil society organizations, private sector, and development partners. We cannot achieve our vision in isolation. Success demands coordinated action, shared accountability, and sustained commitment from all stakeholders who recognize that child rights , gender equality and social protection are fundamental to national development and prosperity.

As Minister of Gender, Children and Social Protection, I am confident that this strategic plan provides the framework necessary to accelerate progress toward our national development objectives. The plan balances realism about our current constraints with optimism for collective capacity to overcome challenges through systematic effort and strategic partnerships.

I call upon all stakeholders to embrace this strategic plan and commit to its implementation. Our success will be measured not in the documents we produce or meetings we convene, but in the tangible improvements we deliver to women, children, and vulnerable populations we serve.

The transformation envisioned in this strategic plan is systematic, measurable, achievable, realistic and time bound to realize the mission and vision of the Ministry. With sustained commitment, strategic partnerships, and effective implementation, we will create lasting change that benefits current and future generations of this country.

Hon. Gbeme Horace-Kollie
Minister of Gender, Children and Social Protection

Republic of Liberia

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Executive Summary

The Ministry of Gender, Children and Social Protection Strategic Plan 2026-2030 establishes a comprehensive framework for addressing persistent gender inequalities and social protection gaps that affect over half of Liberia's population. This strategic plan responds to critical challenges identified through rigorous capacity assessment while positioning the Ministry to deliver transformative services to women, children, and vulnerable populations across all 15 counties.

Strategic Context and Rationale

The Ministry currently operates with constraints that fundamentally limit its ability to fulfil its mandate. With 79.2% of staff concentrated in Montserrado County while 63.4% of the population resides in the remaining fourteen counties, service delivery remains largely inaccessible to those with the greatest need. The Ministry receives only 0.36% of the national budget, creating chronic underfunding that forces dependence on fragmented donor support. These structural limitations have perpetuated conditions where only 15% of gender-based violence survivors receive comprehensive services, child protection cover less than 25% of vulnerable children, and social protection coverage needs to be expanded to reach more households nationwide.

This strategic plan addresses these challenges through evidence-based approaches developed through extensive stakeholder consultations and incorporation of lessons learned from previous planning cycles. The framework acknowledges the magnitude of needs and the reality of resource constraints, establishing achievable targets that build momentum through systematic capacity development and strategic partnerships. The plan particularly emphasizes economic empowerment as a pathway to sustainable transformation, recognizing that addressing root causes of vulnerability requires comprehensive support beyond emergency assistance.

This strategic plan operationalizes the Ministry's mandate within the framework of the ARREST Agenda for Inclusive Development (AAID), the Government of Liberia's overarching national development plan that positions gender equality and women's empowerment as essential prerequisites for sustainable economic growth and social transformation.

Strategic Goals and Expected Outcomes

The strategic plan establishes five interconnected goals that collectively position MGCSP as an effective leader in advancing child rights, gender equality and social protection throughout Liberia.

GOAL 1 focuses on institutional transformation through strengthened organizational systems, enhanced human resource capacity, improved financial management, and robust county-level operations. By 2030, the Ministry is expected to achieve a composite institutional capacity index of 85%, reflecting systematic improvements across all operational dimensions.

GOAL 2 establishes MGCSP as the authoritative voice on gender equality and social protection policy through evidence-based policy development, enhanced communication and influence, and strengthened research and analytical capacity. The Ministry will develop evidence-based policies with funded implementation plans, significantly expanding its policy leadership role across government and establishing credibility with national and international stakeholders.

GOAL 3 ensures comprehensive service delivery reaches all target populations through expanded access and improved quality. The Ministry will provide empowerment packages to 15,000 gender-based violence survivors, reduce the incidence of sexual and gender-based violence by 50% based on the availability of funding from national budget. Mobilize Women Led Organizations to promote and establish 450 scalable women enterprises with 50 women's agribusiness cooperatives cumulatively benefiting 2500 women. Child protection services will expand to reach 200,000 children while contributing to the reduction of child labour from 28% to 10% and eliminating child marriage entirely.

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Social protection coverage will increase to 16,000 households receiving cash transfers, with social registry coverage expanding to 450,000 households.

GOAL 4 develops sustainable partnerships and diversified funding through strengthened coordination mechanisms and strategic resource mobilization. The Ministry will advocate for increased government budget allocation

GOAL 5 transforms the Ministry into a transparent, trusted institution through systematic stakeholder engagement and demonstrated impact. The Ministry will establish beneficiary feedback mechanisms in all counties, achieving timely resolution of complaints through strengthened community accountability.

Implementation Approach and Key Strategies

Implementation follows a phased approach that builds momentum through early achievements while systematically addressing institutional weaknesses. The short-term phase from January 2026 to June 2027 absorbs 30% of the proposed implementation budget, establishing foundational systems and launching high-visibility initiatives including Philanthropic Organizations. . The medium-term phase through December 2028 should deploy 60% of resources to scale successful interventions and strengthen systems. The long- term phase through December 2030 focuses on consolidation and sustainability with the remaining 10% of investment.

Critical Innovations and Additions

The strategic plan incorporates several innovative approaches that distinguish it from previous efforts. The Philanthropic Organizations represents a pioneering financing mechanism that provides seed capital to jump-start women-led enterprises to create sustainable jobs. Funding generated will support specific needs of vulnerable populations through tailored support combining training, adaptive equipment, and capital investment. Together, these funds represent USD41.9 million dollars in direct economic empowerment investments that will generate multiplier effects throughout the economy.The comprehensive empowerment packages for gender-based violence survivors move beyond emergency response to address root causes of vulnerability through economic, psychosocial, and legal support. The systematic approach to eliminating child marriage engages traditional leaders as champions for change rather than viewing them as obstacles to progress.

The Ministry's commitment to digital transformation extends beyond internal operations to include comprehensive digital literacy training for 10,000 women and vulnerable group members, recognizing that digital skills increasingly determine economic opportunities and social inclusion. The incorporation of sign language training and assistive technology provision ensures that persons with disabilities are not left behind in development progress.

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Monitoring, Evaluation, and Learning Framework

The strategic plan incorporates comprehensive monitoring, evaluation, and learning systems to ensure accountability for results while supporting continuous improvement and adaptation for improvement.

The implementation period of the strategic plan will entail mid-term and end-of-term evaluations assessing strategic goals achievement, implementation effectiveness, and sustainability prospects. Quarterly "Pause and Reflect" sessions will be instituted to examine four core questions: What is working? What is not working? Why? What should be done differently? These structured learning processes, supported by comprehensive data quality assurance systems and best practices documentation, will generate actionable insights to inform ongoing implementation progress to facilitate evidence-based course corrections.

Expected Impact and Transformation

By 2030, successful implementation of this strategic plan will fundamentally transform the Ministry's capacity to advance gender equality and social protection nationally. The Ministry will operate as a high-performing institution with robust systems, skilled workforce, and effective operations in all fifteen counties. Evidence-based policies will guide government approaches while comprehensive services reach vulnerable populations nationwide.

The transformation will contribute directly to national development objectives through measurable improvements in gender equality indicators, strengthened child protection systems, expanded social protection coverage, and enhanced institutional capacity for policy development and implementation. The strategic plan positions the Ministry to play a leading role in achieving Sustainable Development Goals while building foundations for continued progress beyond 2030.

The strategic plan represents both continuity of vision and evolution of approach, maintaining focus on the Ministry's core mandate while adopting innovative strategies proven effective in similar contexts. Successful achievement of the 5-year strategic plan will require unprecedented collaboration across government, civil society organizations, private sector, and development partners who recognize gender equality and social protection as fundamental prerequisites for national development and prosperity. Through systematic implementation of strategic priorities, effective resource mobilization and management, and sustained commitment from all stakeholders, this strategic plan will deliver transformational change that benefits current

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Acronyms & Abbreviations

AAID	ARREST Agenda for Inclusive Development
AfDB	African Development Bank
AFELL	Association of Female Liberian Lawyers
ARREST	Agriculture, Roads, Rule of Law, Education, Sanitation, and Tourism
AU	African Union
BDS	Business Development Services
BDSP	Business Development Service Provider
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CP	Child Protection
CRPD	Convention on the Rights of Persons with Disabilities
CRC	Convention on the Rights of the Child
CSA	Civil Service Agency
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DCSP	Department of Children and Social Protection
DHS	Demographic and Health Survey
DMA	Deputy Minister for Administration
DMG	Deputy Minister for Gender
DMRPP	Deputy Minister for Research, Policy and Planning
ECD	Early Childhood Development
ECOWAS	Economic Community of West African States
ERP	Enterprise Resource Planning
FSP	Financial Service Provider
GAC	General Auditing Commission
GBC	Gender Budgeting Committee
GBV	Gender-Based Violence
GCWG	Gender Coordination Working Group
GDP	Gross Domestic Product
GII	Gender Inequality Index
GIMS	Gender Information Management System
GIS	Geographic Information System
GMG	Gender Mainstreaming Guidelines
GoL	Government of Liberia
GRB	Gender-Responsive Budgeting

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GRFS	Grievance Redress and Feedback System
GSIU	Gender and Social Inclusion Unit
HR	Human Resources
ICT	Information and Communication Technology
IFAD	International Fund for Agricultural Development
IFMIS	Integrated Financial Management Information System
ILO	International Labour Organization
IPSAS	International Public Sector Accounting Standards
IPV	Intimate Partner Violence
IT	Information Technology
KM	Knowledge Management
KPI	Key Performance Indicator
LISGIS	Liberia Institute of Statistics and Geo-Information Services
LWEP	Liberia Women Empowerment Project
MAC	Ministry, Agency, and Commission
MEAL	Monitoring, Evaluation, Accountability, and Learning
MFDP	Ministry of Finance and Development Planning
MGCSP	Ministry of Gender, Children and Social Protection
MIS	Management Information System
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
NAP	National Action Plan (on Women, Peace and Security)
NGO	Non-Governmental Organization
NGP	National Gender Policy
OHCHR	Office of the High Commissioner for Human Rights
PAPD	Pro-Poor Agenda for Prosperity and Development
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PMS	Performance Management System
PPCC	Public Procurement and Concessions Commission
PWD	Person with Disability
RPP	Research, Policy and Planning
SASA!	Start, Awareness, Support, Action (Community Mobilization Approach)
SDG	Sustainable Development Goal
SGBV	Sexual and Gender-Based Violence
SOP	Standard Operating Procedure
SPSS	Statistical Package for the Social Sciences
SRGBV	School-Related Gender-Based Violence

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SRIS	Social Registry Information System
STATA	Statistical Software for Data Analysis
STEP	Systematic Tracking of Exchanges in Procurement
SWOT	Strengths, Weaknesses, Opportunities, Threats
TELCOs	Telecommunication Companies
ToT	Training of Trainers
TOR	Terms of Reference
UN	United Nations
UNCRC	United Nations Convention on the Rights of the Child
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSCR	United Nations Security Council Resolution
USD	United States Dollar
VfM	Value for Money
VSLA	Village Savings and Loan Association
WHO	World Health Organization
WPS	Women, Peace, and Security

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1. Introduction and Background

In the heart of West Africa, Liberia stands at a critical moment in its quest toward achieving gender equality and social justice. Despite constitutional guarantees of equal rights and decades of policy commitments, Liberian women and girls continue to face systematic disadvantages that limit their potential and perpetuate cycles of poverty and vulnerability. Children remain exposed to violence, exploitation, and neglect, while social protection systems struggle to reach those most in need. These challenges are not merely statistics or policy abstractions—they represent the daily reality for millions of Liberians whose lives could be transformed through effective institutional action.

Addressing these profound inequalities falls within the mandate of the Ministry of Gender, Children and Social Protection. However, the Ministry faces three main challenges that limit its transformative potential: inadequate resources, disconnected systems, and insufficient capacity—issues that mirror those experienced by the communities it serves. The 2025 Capacity Needs Assessment revealed an institution with dedicated staff but lacking the tools, systems, capacity and resources necessary to deliver on the Ministry's ambitious mandate at the required scale.

Understanding this institutional reality and the broader national development context is essential to appreciating how this Five-Year Strategic Plan (2026-2030) charts a path forward. The plan is anchored within the ARREST Agenda for Inclusive Development (AAID), the Government of Liberia's national development framework that recognizes gender equality and social protection as foundational to achieving sustainable economic growth and inclusive prosperity. The AAID explicitly positions women's empowerment, child protection, and social inclusion not as peripheral concerns but as strategic imperatives integral to national transformation across agriculture, infrastructure, governance, education, and all development sectors. While Liberia has established progressive policy frameworks including the National Gender Policy, the Children's Law of 2011, and the Domestic Violence Act of 2019, the persistent disparities between policy commitments and the daily realities confronting women, children, and vulnerable populations demonstrate the central challenge facing MGCSP is not the absence of sound policies but rather the institutional capacity to implement policies effectively. Limited financial resources allocated to gender and social protection programs, fragmented coordination mechanisms across government agencies and partners, weak monitoring systems that obscuring progress and persistent gaps, and the concentration of institutional capacity in Monrovia while majority of vulnerable populations reside in rural counties have collectively prevented existing policies from translating into meaningful change at scale. This strategic plan functions as an implementation blueprint that systematically addresses the identified constraints through strengthened institutional systems, adequate resource mobilization, establishing effective coordination platforms, building county-level capacity, and creating accountability mechanisms that ensure policy commitments materialize as accessible services and tangible improvements in the lives of those the Ministry exists to serve.

Building on this foundation, the Five-Year Strategic Plan (2026-2030) emerges from a recognition that incremental improvements will not suffice to address the magnitude of gender inequality and social protection needs in Liberia. Instead, it charts a course for institutional transformation that provides the foundational grounds for MGCSP to become a catalyst for sustainable change. The plan builds on lessons from previous efforts while embracing innovative approaches that leverage technology, partnerships, and community ownership to achieve results.

The development of this strategic plan occurred during a period of challenge and opportunity especially in an era where geopolitics, rising global wars, and trade tensions have pushed global superpowers to divert support for developing countries to increase defense budgets. This has exposed and exacerbated existing inequalities, pushing more women and children into vulnerability while negatively impacting Liberia`s livelihood support programs for women and children. Despite these challenges, economic constraints continue to limit government resources, while climate change creates new risks for already vulnerable populations. Yet this same period has witnessed unprecedented global attention to gender equality, technological advances that present opportunities for new approaches to improved and sustainable livelihood programs that could be anchored on

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the increasingly young Liberian population ready to take on challenges and convert them to opportunities to improve livelihood.

It is against this backdrop that this strategic plan represents more than a technical document outlining activities and budgets. The strategic plan embodies the collective aspirations of thousands of Liberian women, children, and vulnerable populations who participated in its development through county and community level consultations, stakeholder engagements and dialogues. The voices of these actors shaped the strategic priorities, to wit, behind every indicator and target the real people whose lives hang in the balance. The plan also reflects the wisdom of MGCSP staff at all levels, development partners who have walked alongside the Ministry, and civil society organizations that provide daily testimonies and support to address the challenges and possibilities of transformative change.

The pages that follow outline a comprehensive roadmap for strengthening MGCSP's capacity to fulfil its mandate and contribute to a Liberia where all citizens could realize their full potential regardless of gender, age, ethnicity, religion, political and social affiliation, or circumstance. The expected transformation will not be easy—it requires sustained political will, significant resource mobilization, and the courage of implementers to challenge entrenched interests that benefit from the status quo. But the cost of inaction, measured in continued suffering and lost potential, far exceeds the investments required for change. With this strategic plan as a guide, MGCSP commits to leading this transformation with determination, accountability, and an unwavering focus on results that improve lives.

1.1 Context and Rationale

The MGCSP of the Republic of Liberia presents this Five-Year Strategic Plan (2026-2030) as a comprehensive roadmap for institutional transformation and enhanced service delivery to improve livelihood and social protection. This plan emerges from a systematic capacity needs assessment conducted in 2025 that identified critical gaps in institutional arrangements, staff capacity, human resource management, monitoring and evaluation, financial management and resource mobilisation, procurement and logistics capacity, policy issues and other operational capabilities across the Ministry's mandated areas.

The development of this strategic plan also occurs within a complex national context. Liberia continues to address persistent gender inequalities, with the country ranking 161st out of 166 countries on the 2022 Gender Inequality Index[1]. Women and girls face systematic disadvantages in education, economic participation, and political representation. Gender-based violence remains prevalent, child protection systems require strengthening, and social protection coverage for vulnerable populations remains limited. These challenges are compounded by resource constraints, with the Ministry receiving only 0.36% of the national budget allocation in the 2025 fiscal year.

The strategic plan builds upon lessons learned from the previous planning period (2021-2023) while responding to evolving national priorities under the Government of Liberia's ARREST Agenda for Inclusive Development. The plan also aligns with Liberia's Vision 2030, which articulates the aspiration for "a society of gender equity, empowerment and opportunities for all." Furthermore, this strategic framework ensures coherence with international commitments, including the Sustainable Development Goals, the Beijing Platform for Action, and the Convention on the Rights of the Child.

1.2 Purpose and Scope of the Strategic Plan

This Strategic Plan serves multiple critical purposes for MGCSP and its stakeholders.

i. It provides a clear framework for addressing the institutional capacity gaps identified through comprehensive assessment, including weaknesses in policy development, monitoring and evaluation systems, financial management, and service delivery mechanisms.

[1] (UNDP, 2024)

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ii. It establishes priorities and sequencing for interventions that will transform MGCSP into a high-performing institution capable of fulfilling its mandate effectively.

The scope of this plan encompasses all departments within MGCSP:

i. Gender
ii. Children and Social Protection
iii. Research, Policy and Planning
iv. Administration

It addresses operations at both national and county levels, recognizing that effective service delivery requires a strong presence and capacity throughout Liberia's fifteen counties. The plan covers the full spectrum of the Ministry's mandate as established in the amended Executive Law, including gender equality promotion, child protection, social welfare services, and support for persons with disabilities and other vulnerable populations.

This strategic framework also defines MGCSP's role in coordinating with other government ministries, civil society organizations, development partners, and community-based organizations. It establishes mechanisms for resource mobilization, partnership development, and evidence-based programming that will ensure sustainable impact beyond the five-year implementation period.

1.3 Methodology and Consultative Process

The development of this Strategic Plan followed a systematic and participatory methodology designed to ensure comprehensive analysis, stakeholder ownership, and alignment with national and international frameworks. The process consisted of four distinct phases implemented over a 10 months from February to November 2025.

- Phase One involved a comprehensive capacity needs assessment examining seven dimensions of institutional capacity including:
  i. Institutional arrangements
  ii. staff capacity
  iii. human resource management
  iv. monitoring and evaluation systems
  v. financial management
  vi. procurement and logistics
  vii. policy development.

  This assessment employed mixed methods including document review, key informant interviews, focus group discussions, stakeholder engagements, and survey instruments. Data collection covered all fifteen counties, with field visits to all counties.

- Phase Two focused on stakeholder consultations to validate assessment findings and gather input on strategic priorities. Consultations engaged participants including MGCSP staff at national and county levels, representatives from line ministries, civil society organizations, development partners, and beneficiary communities. Special efforts ensured participation of women's groups, youth organizations, and organizations representing persons with disabilities.

- Phase Three comprised the technical drafting process, during which assessment findings were synthesized with stakeholder input to develop the strategic framework. This phase included working sessions with MGCSP senior management and stakeholder validation forum to refine vision and mission statements, identify strategic goals, and develop the results framework. In addition, other key experts provided input on international best practices and alignment with global frameworks.

- Phase Four involved validation and finalization through a national validation workshop attended by participants representing key stakeholder groups. Feedback from the validation process was systematically incorporated before ministerial review and approval. The final document underwent

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quality assurance review to ensure compliance with government planning standards and international development frameworks.

1.4 Structure of the Document

This Strategic Plan is organized into twelve chapters that progressively build from situational analysis through implementation planning to monitoring and evaluation frameworks. Following the introduction,

- Chapter 2 provides institutional overview including MGCSP's mandate, governance structures, and achievements from the previous strategic period.
- Chapter 3 presents situational analysis incorporating PESTEL assessment, institutional capacity findings, stakeholder mapping, and SWOT analysis that inform strategic choices.
- Chapter 4 establishes the strategic direction through vision and mission statements, core values, and guiding principles that will shape organizational culture and operationalisation.
- Chapter 5 presents the strategic framework including the theory of change and five strategic goals that address identified capacity gaps while advancing the Ministry's mandate.
- Chapter 6 details strategic objectives and key result areas organized by department, ensuring clear accountability and measurable outcomes.
- Chapter 7 demonstrates strategic linkages to national development frameworks, regional commitments, and international conventions, ensuring coherence and avoiding duplication.
- Chapter 8 provides the implementation framework including phasing, coordination mechanisms, change management strategies, and risk mitigation measures.
- Chapter 9 establishes comprehensive monitoring, evaluation, and learning systems with clear indicators, data collection methods, and reporting protocols.
- Chapter 10 addresses resource mobilization and management, presenting realistic assessments of requirements and strategies for sustainable financing.
- Chapter 11 contains results framework tables linking goals to activities with indicators and targets.

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2. Institutional Overview

The Ministry of Gender, Children and Social Protection stands as Liberia's principal guardian of equality and human dignity, charged with transforming constitutional promises into lived realities for women, children, and society's most vulnerable members. Created from the recognition that sustainable national development requires full participation of all citizens, MGCSP has evolved from its origins as a small gender-focused unit to become a comprehensive institution addressing the interconnected challenges of gender inequality, child protection, and social vulnerability. This evolution reflects both Liberia's growing commitment to inclusive development and the complex realities of translating policy aspirations into meaningful change across diverse communities from urban Monrovia to the most remote rural villages.

Understanding the ministry's current capacity to deliver on its mandate requires examining not just its formal structures and stated functions, but the deeper institutional culture, relationships, and constraints that shape its daily operations. The Ministry operates within multiple overlapping contexts—as part of a government system still rebuilding from years of conflict, as a focal point for international development assistance, and as a bridge between national policy and community-level implementation. These contexts create both opportunities and tensions that influence how the Ministry functions and what it can achieve.

This chapter examines these institutional dimensions through multiple lenses, drawing on documentary evidence, stakeholder perspectives, and comparative analysis with similar institutions in the region. The analysis goes beyond describing current structures to understand how and why the Ministry operates as it does, identifying both the visible challenges that impede effectiveness and the underlying factors that cause these constraints. This deeper understanding is essential for developing strategies that address root causes rather than symptoms, ensuring that investments in institutional strengthening yield sustainable improvements in the Ministry's ability to fulfil its mandate.

2.1 Mandate and Legal Framework

The Ministry derives its mandate from the Amended Chapter 38 of the Executive Law, which established the Ministry in October 2014. This legislative act transformed the former Ministry of Gender and Development into an expanded institution with broader responsibilities encompassing gender equality, child protection, and social welfare services. The mandate specifically charges MGCSP to "promote the development, empowerment and protection of women, girls and children, as well as the welfare and integration of persons with disabilities, the vulnerable, extremely poor, excluded and disadvantaged."

Section 38.4 of the Executive Law delineates thirteen core functions that operationalize this mandate. These functions establish MGCSP as the lead government institution responsible for mainstreaming gender, children, and social protection concerns across all national policies, plans, programs, and budgets. The Ministry formulates and implements policies and strategies in these areas, coordinates the preparation of national development plans that address gender and social protection, and designs monitoring and evaluation frameworks to track progress. Additionally, MGCSP ensures national compliance with international conventions on women, children, and vulnerable populations while developing and implementing training programs to build capacity across government and civil society.

The legal framework within which MGCSP operates extends beyond its establishing legislation to encompass multiple national laws and policies. The National Gender Policy provides the overarching framework for advancing gender equality and women's empowerment across all sectors. The Children's Law of 2011 establishes comprehensive protections for children's rights and defines MGCSP's role in child protection services. The Domestic Violence Act of 2019 mandates the Ministry's involvement in preventing and responding to gender-based violence. The Rape Law Amendment Act of 2006 strengthens legal provisions against sexual violence and assigns coordination responsibilities to MGCSP.

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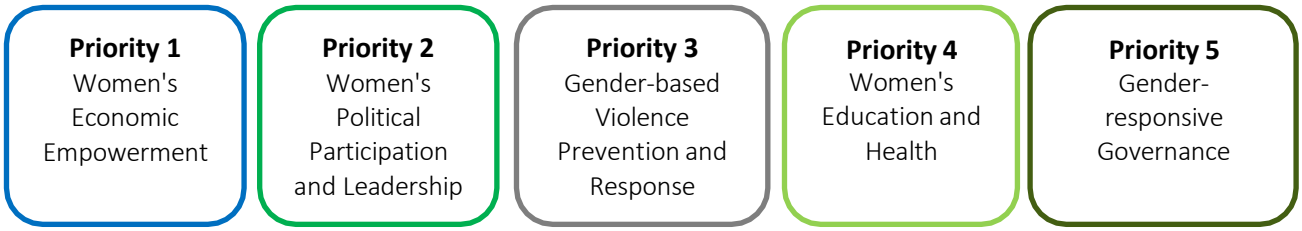
International conventions ratified by Liberia further shape the Ministry's mandate and operations. The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), ratified in 1984, requires state parties to take all appropriate measures to eliminate discrimination against women. The Convention on the Rights of the Child, ratified in 1993, obligates the government to ensure child protection and welfare. The Convention on the Rights of Persons with Disabilities, ratified in 2012, mandates inclusive policies and programs. These international instruments create binding obligations that MGCSP must fulfil through its programming and coordination functions.

2.2 Policy and Legal Environment

MGCSP operates within a complex policy and legal environment that shapes its priorities, approaches, and partnerships. The National Gender Policy, revised in 2018, serves as the primary framework guiding gender equality interventions. This policy establishes five strategic priorities:



MGCSP bears primary responsibility for coordinating implementation across government ministries and monitoring progress toward policy objectives.

The National Social Protection Policy, adopted in 2013, defines the framework for protecting vulnerable populations through social assistance, social insurance, and labour market interventions. MGCSP leads the implementation of social assistance components, including cash transfers, in-kind support, and fee waivers for essential services. The policy emphasizes coordination across multiple ministries and development partners to ensure comprehensive coverage and avoid duplication.

The Children's Law of 2011 establishes a comprehensive legal framework for child protection, defining children's rights and the responsibilities of government, families, and communities. The law mandates MGCSP to regulate and monitor residential care facilities, coordinate adoption and foster care services, and lead the national child protection system. Implementation remains challenged by limited resources and weak coordination mechanisms at the county levels where most child protection issues arise. The legislative landscape continues to evolve with pending bills that would strengthen MGCSP's mandate and operational framework.

The Domestic Violence Act of 2019 expanded the definition of domestic violence and established clearer protocols for prevention and response, with MGCSP designated as the coordinating ministry. However, implementation faces constraints including limited funding for safe houses, insufficiently trained personnel, and weak referral systems linking health, justice, and social services.

Regional and international policy frameworks further influence MGCSP's operations. The African Union's Agenda 2063 and its gender strategy require member states to achieve gender parity in political and economic spheres. The Sustainable Development Goals, particularly Goal 5 on gender equality, create specific targets and indicators that MGCSP must address through its programming.

The policy environment reveals both opportunities and constraints for MGCSP's operations. While comprehensive policies exist across mandate areas, implementation remains weak due to limited resources, fragmented coordination mechanisms, and insufficient translation of national policies to county-level action plans. The proliferation of policies without corresponding implementation capacity creates risks of raising expectations that cannot be met, potentially undermining public trust and donor confidence.

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2.3 Governance, Management, and Administration

The governance structure of the Ministry of Gender, Children and Social Protection (MGCSP) reflects a hierarchical organizational design characterized by clear lines of authority, responsibility, and accountability. At the apex of the structure is the Minister, who serves as the political head and Chief Executive Officer of the Ministry. The Minister provides overall strategic leadership, policy direction, and external representation of the Ministry and reports directly to the President of the Republic of Liberia. The Minister also participates in Cabinet meetings, contributing to national policy formulation and decision-making. To strengthen institutional oversight and accountability, the Director of Internal Audit reports directly to the Minister, thereby maintaining an appropriate level of independence in providing assurance on internal controls, risk management, compliance, and the effective use of public resources.

Supporting the Minister are key specialized units that provide technical, policy, legal, communication, partnership, and resource mobilization support. These include the Program, Partnership and Resource Mobilization Unit; Gender and Social Inclusion Unit; Legal Unit; and Communication Unit. These units play critical roles in supporting the Ministry's strategic priorities, coordinating programs and partnerships, mobilizing resources, mainstreaming gender and social inclusion, providing legal guidance, and managing internal and external communication.

The Ministry operates through four principal departments, each headed by a Deputy Minister who reports directly to the Minister. Each Deputy Minister is supported by an Assistant Minister, who assists in providing technical leadership, coordinating departmental activities, and ensuring the effective implementation of the Ministry's policies and programs. The Department of Gender is responsible for advancing women's empowerment, preventing and responding to gender-based violence (GBV), and promoting gender mainstreaming across government policies, programs, and sectors. The Department of Children and Social Protection oversees child protection and welfare services, alternative care programs, social assistance and protection initiatives, and interventions aimed at supporting persons with disabilities and other vulnerable populations. The Department of Research, Policy and Planning provides technical leadership in policy development and planning, conducts research and statistical analysis, and coordinates monitoring, evaluation, and evidence-based decision-making to inform the Ministry's programs and policies. The Department of Administration provides essential institutional support services, including human resource management, financial management, procurement, logistics, records management, and general administrative services, ensuring the efficient functioning of the Ministry.

Below the Deputy Minister, sits the four (4) Assistant Ministers the organizational structure comprises 15 divisions headed by Directors who manage specific technical or administrative functions. The Gender Department includes divisions for Women Empowerment, Sexual and Gender-Based Violence, and Adolescent Girls, with specialized units addressing human rights, gender and HIV, and implementation of UN Resolution 1325 on Women, Peace and Security. The Children and Social Protection Department encompasses divisions for Child Protection and Development, Social Protection, and Social Assistance, with units managing family preservation, juvenile services, adoption and foster care, and orphanage oversight. The Research, Policy and Planning Department includes Divisions for Policy and Planning, Research and Statistics, Monitoring and Evaluation. The Administration Department includes divisions for Human Resources, Finance and Budgeting, General Services, Procurement, and Information Technology.

At the subnational level, MGCSP maintains presence in all fifteen counties through County Gender Coordinators who serve as the Ministry's representatives at the county level. Beneath the County Gender Coordinator, comes the Social Worker Supervisor and the Child Welfare Supervisor, who are then followed underneath by Social Workers, Child Welfare Officers, respectively. At the same level, there is the Administrative Assistants, and

Clerical Support Staff. County staff report through multiple channels to Deputy Ministers at the national level, creating some ambiguity in reporting relationships that

affects coordination and accountability. The assessment revealed 79.2% of staff are concentrated in Montserrado County where the capital (Monrovia) is located, with only 18% distributed across the remaining 14 counties, significantly constraining service delivery capacity in rural communities.

The governance system incorporates both formal and informal coordination mechanisms. Formal mechanisms include senior management meetings, technical working groups on specific thematic areas, and structured reporting systems. However, the assessment found that these mechanisms function inconsistently, with departments often operating in silos and limited systematic coordination between national and county offices. Information flow relies heavily on informal channels including WhatsApp groups and phone calls, particularly for communication with county offices that lack reliable internet connectivity and official communication equipment.

Decision-making authority remains highly centralized at the ministerial level, with limited delegation to lower management levels. This centralization creates bottlenecks in operational processes and limits the responsiveness of county offices to local needs. The assessment identified challenges in financial management and procurement processes, where multiple approvals are required for routine transactions, resulting in delays that affect program implementation. Below is the summarized amalgamated organizational structure integrating the county level structure into the national organogram.

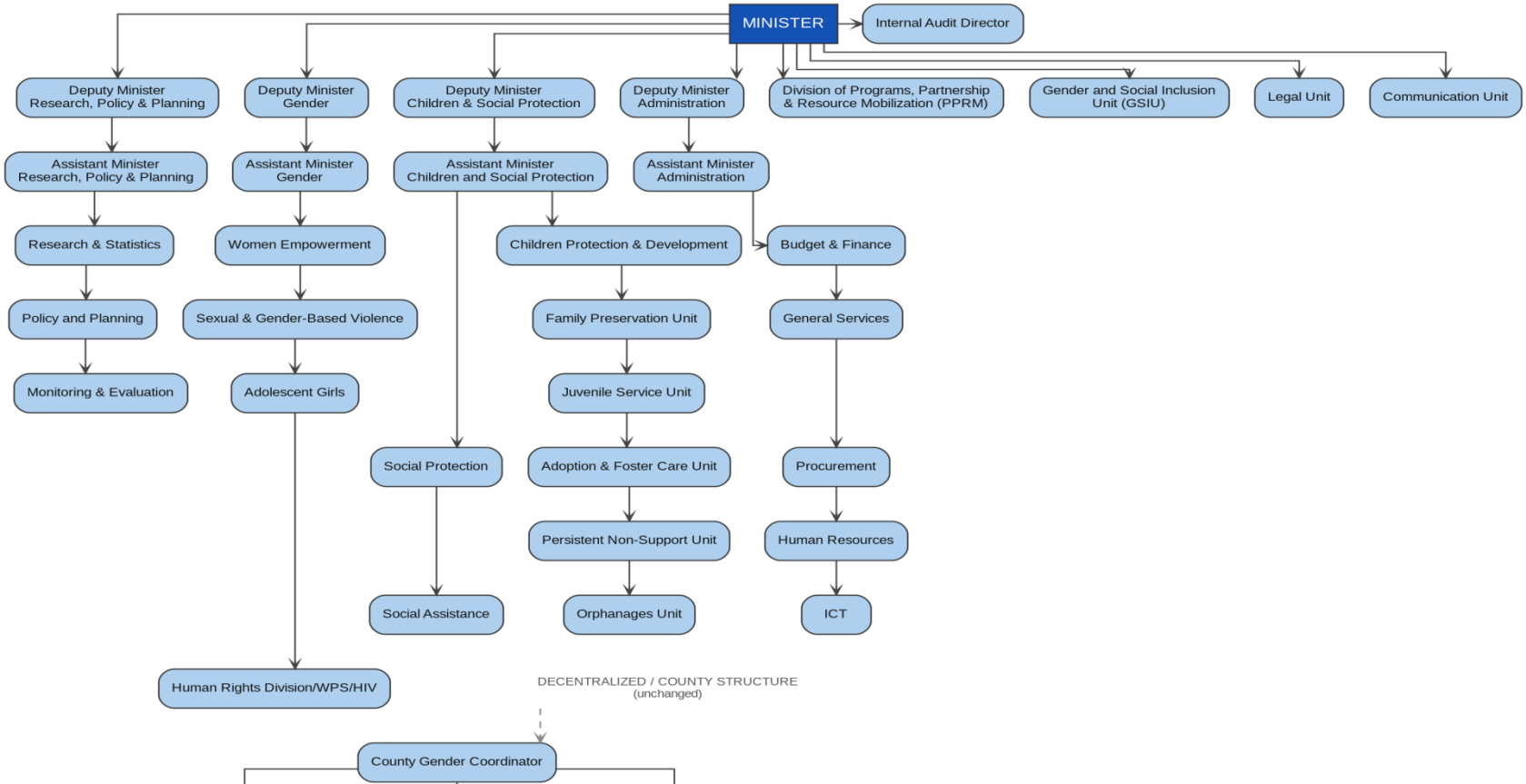

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Figure 1:Integrated Organizational Structure

2.4 Review of Previous Strategic Plan (2021 -2023)

The Ministry of Gender, Children and Social Protection's previous Strategic Plan (2021-2023) served as an important foundation for institutional development during a critical period of post-pandemic recovery and political transition. This review examines the achievements, challenges, and lessons learned from the previous planning period to inform the current strategic direction.

2.4.1 Strategic Goals and Achievement Assessment

The 2021-2023 Strategic Plan established eight strategic goals distributed across the Ministry's four departments. The plan demonstrated comprehensive coverage of the Ministry's mandate, though implementation faced significant constraints that limited achievement of intended outcomes.

- The Department of Gender focuses on three strategic goals;
    - reducing violence against women and girls
    - promoting women's political participation
    - advancing women's protection and empowerment.

Progress on these goals was mixed. While the Ministry successfully advocated for the approval of the Domestic Violence Act and established coordination mechanisms for GBV response, the target of

reducing GBV acceptance from 45% to 20% proved unrealistic within the two-year timeframe. Women's political participation remained stagnant, with representation in Parliament remaining at approximately 10% following the 2023 elections, falling far short of the gender parity commitments Liberia has undertaken through ratification of CEDAW, endorsement of the Beijing Platform for Action, and accession to the ECOWAS Protocol on Democracy and Good Governance. While national legislation endeavours to ensure that women constitute 30% of candidate lists submitted by political parties, this affirmative action measure has not translated into commensurate representation in elected positions, revealing persistent structural barriers including limited campaign financing for women candidates, gender-based violence in political spaces, and societal biases that disadvantage female aspirants regardless of proven qualifications and experience.

- The Department of Children and Social Protection's three goals addressed
    - opportunities for marginalized groups
    - child rights violations
    - access to social protection services

  While progress was made in strengthening child protection systems in five counties, the goal of halving the number of vulnerable children by 2023 was not achieved due to resource constraints and limited system capacity. Phase 1 of the Social Cash Transfer (SCT) program reached 3,451 households between 2019 and 2022 in Grand Kru and Maryland counties[2], subsequent program expansions—including Phase 2 and a COVID-19 urban cash transfer—brought total national coverage to approximately 25,509 households by June 2023[3]

  The Department of Research, Policy and Planning aimed to increase production and utilization of gender-disaggregated statistics. While some progress was made in developing monitoring frameworks, the absence of baseline data for numerous indicators severely hampered the ability to measure progress. The goal of establishing robust evidence-based programming remained largely aspirational.

- The Department of Administration focused on improving resource mobilization and institutional efficiency. Despite efforts, the Ministry's budget allocation remained below the resources required to implement planned activities effectively.

2.4.2 Implementation Challenges and Constraints

The are several systemic challenges that limited the achievement of strategic objectives during the 2021-2023 period:

- Resource constraints emerged as the primary limiting factor. The Ministry operated with less than half the financial resources required for full implementation of planned activities. This forced difficult prioritization decisions and resulted in geographic concentration of services rather than the intended nationwide coverage.
- Institutional capacity gaps identified in the plan were not adequately addressed due to limited investment in foundational systems. The planned integrated information management system was not developed, perpetuating fragmented data collection and limiting evidence-based decision-making. Human resource constraints persisted, with 82% of staff remaining concentrated in the Montserrado County.
- Coordination mechanisms established in the plan functioned inconsistently. While structures were created on paper, the actual implementation of coordination meetings and joint planning remained irregular. This resulted in continued duplication of efforts and missed opportunities for synergistic programming.
- The post-COVID-19 pandemic's continued impacts disrupted implementation in ways not fully anticipated during planning. Economic impacts reduced both government and donor resources available for gender and social protection programming.

[2] (World Bank, 2023a)
[3] (Government of Liberia, 2022)
(UNICEF, 2024)
(World Bank, 2023b)

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2.4.3 Lessons Learned for Strategic Planning

Several critical lessons emerge from the 2021-2023 implementation experience:

- Realistic target setting based on a thorough baseline assessment and resource availability analysis is essential. The previous plan's targets, while ambitious, often lacked grounding in current capacity and resource realities, setting up the Ministry for perceived failure despite significant efforts.
- Foundational systems must be prioritized before scaling service delivery. The attempt to expand services without first establishing robust information management, financial systems, and human resource capacity resulted in unsustainable programming and limited ability to demonstrate impact.
- Phased implementation approaches work better than attempting comprehensive coverage immediately. Programs that were piloted in selected counties before scaling showed better results than those attempting immediate nationwide implementation as evident among the general observations made during the Capacity Needs Assessment and the review of documents including the previous strategic plan shared by the Ministry.
- Sustained investment in coordination mechanisms is required for functionality. Creating structures without dedicated resources for coordination resulted in inactive platforms that existed only on paper.
- Evidence generation must be embedded from the beginning. The absence of baseline data and weak monitoring, evaluation and learning systems made it impossible to demonstrate progress on many indicators, undermining advocacy for increased resources.

2.4.4 Integration with Current Strategic Plan

The 2025-2030 Strategic Plan builds upon these lessons by adopting a more systematic approach to institutional transformation. Rather than eight strategic goals spread across departments, the new plan focuses on five integrated goals that emphasize building institutional capacity as the foundation for improved service delivery.

The phased implementation approach explicitly addresses the previous plan's overambitious geographic targeting by establishing waves of county strengthening based on realistic resource projections. The front-loading of system development investments reflects recognition that sustainable service delivery requires functional institutional systems.

The emphasis on evidence-based programming with dedicated resources for monitoring, evaluation and learning systems addresses the critical gap in demonstrating results. Baseline data collection should be prioritized in Year 1 to enable meaningful measurement of progress.

Resource mobilization receives enhanced focus with specific strategies for diversifying funding sources and improving budget execution rates. The target of reaching 1% of national budget by Year 5 represents a more realistic progression from the current 0.36% baseline.

2.4.5 Continuity and Evolution

While the new strategic plan represents evolution in approach, it maintains continuity with the core mandate and aspirations established in the previous period. The focus on gender equality, child protection, and social inclusion remains central, with strategies refined based on implementation experience rather than fundamental redirection.

The institutional values and governance structures established in the previous plan continue, with enhancements to address identified weaknesses in coordination and accountability. The commitment to serving the most vulnerable populations persists, with improved strategies for reaching them based on lessons about access barriers and resource requirements. While the 2021-2023 Strategic Plan established important foundations and achieved some progress, significant work remains to build MGCSP into an institution capable of effectively delivering on its mandate. The 2025-2030 Strategic Plan represents both continuity of vision and evolution of approach, applying hard-won lessons to chart a more realistic and achievable path toward gender equality and social protection for all Liberians.

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3. Situational Analysis

The pursuit of gender equality and social protection in Liberia unfolds within a complex landscape of competing forces—progressive aspirations constrained by traditional norms, policy commitments challenged by resource limitations, and institutional ambitions tempered by operational realities. Understanding this landscape in all its complexity is essential for crafting strategies that can navigate obstacles while leveraging opportunities for transformative change. This situational analysis provides a comprehensive examination of the internal and external factors that shape MGCSP's operating environment, revealing both the magnitude of challenges ahead and the pathways toward meaningful progress.

3.1 PESTEL Analysis

The external environment within which MGCSP operates significantly influences its capacity to fulfil its mandate and achieve strategic objectives. This PESTEL analysis examines political, economic, social, technological, environmental, and legal factors that create both opportunities and constraints for advancing gender equality and social protection in Liberia. Tables 1 to 6 present the PESTEL analysis within the environment of the ministry.

Table 1: Political Factors

Factor	Conducive	Non-conducive
Government commitment	• Vision 2030 includes gender equality as a cross-cutting theme[4] • ARREST Agenda emphasizes inclusion and women's empowerment[5]	• Limited budget allocation • Gender and gender related issues are not prioritized in practice
Political transitions	• Democratic elections demonstrate institutional stability with peaceful transfers observed in 2017 and 2023[6] • Constitutional governance maintained throughout transitions	• Frequent leadership changes disrupt program continuity as documented in governance assessments[7] • Political appointments affect continuity
Decentralization policy	• Framework exists for local service delivery through established county structures[8] • Legal foundation provided through decentralization legislation	• Limited authority devolved to counties with resources remaining centralized in Monrovia[9] • Implementation gaps between policy and practice persist
Legislative environment	• Progressive laws enacted on GBV including the Domestic Violence Act and specialized courts[10] • Active women Lawmakers represent 10 % of House seats[11]	• Weak law enforcement undermines legislative gains[12] • Traditional norms contradict statutory provisions limiting women's political participation

[4] (Republic of Liberia, Ministry of Planning and Economic Affairs, 2012)
[5] (Joint SDG Fund, 2025)
[6] (IFES Election Guide, 2023)
[7] (International Budget Partnership, 2023)
[8] (United Nations Development Programme, 2024)
[9] (ibid)
[10] (Library of Congress, 2018)
[11] (IPU Parline, 2023)
[12] (Transparency International, 2024)

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Table 2: Economic Factors

Factor	Conducive	Non-conducive
Economic growth	• GDP growth reached 4.8% in 2024, with a projected 5.6%, for 2025 providing increased revenue potential[13] • Economic expansion creates opportunities for social investment	• Historical growth rates are insufficient for substantial social investment[14] • Limited fiscal space constrains government spending on social programs
Donor environment	• Continued donor presence with gender remaining a priority sector[15] • International development partners maintain active programs	• Overall aid is declining globally with increased competition for funds[16] • Donor dependency creates sustainability challenges for program implementation
Women's economic participation	• Women demonstrate high activity in the informal sector with entrepreneurial culture documented[17] • Female labour force participation reaches 64.2%[18]	• Limited access to formal credit and markets constrains women's economic advancement[19] • Structural barriers, including Discriminatory inheritance laws persist
Government budget	• Budget process allows for civil society advocacy with transparent mechanisms[20] • Annual budget increases demonstrate government commitment	• Low baseline allocation to social sectors documented in budget analysis • Unpredictable disbursements affect program implementation capacity

Table 3: Social Factors

Factor	Conducive	Non-conducive
Demographic trends	• Young population comprising 60% under age 25 demonstrates openness to change[21] • Increasing urbanization creates opportunities for service delivery efficiency	• High fertility rate of 4.2 births per woman strains social services[22] • Youth unemployment estimated at 15.7% breeds social frustration[23]
Education levels	• Improving primary enrolment with near gender parity achieved at the primary level[24] • Government commitment to free primary education policy	• Low completion rates particularly affect girls with only 11% completing primary education[25] • Quality of education remains poor with inadequate infrastructure
Social movements	• Women's groups are increasingly active with civil society organizations advocating for rights[26]	• Traditional power structures demonstrate resistance to gender equality initiatives • Limited rural mobilization constrains

[13] (World Bank Group, 2025)
[14] (International Monetary Fund, 2025)
[15] (United Nations Development Programme, 2024)
[16] (World Bank Group, 2024)
[17] (Council on Foreign Relations, 2024)
[18] (IndexMundi, 2024)
[19] (Council on Foreign Relations, 2024)
[20] (International Budget Partnership, 2023)
[21] (Worldometer, 2025).
[22] (LISGIS et al., 2021)
[23] (Trading Economics, 2025)
[24] (UNESCO IICBA, 2024)
[25] ibid
[26] (FrontPageAfrica, 2021)

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Factor	Conducive	Non-conducive
	• Youth movements demanding political and social change	nationwide social transformation
Cultural norms	• Some communities embracing change with female traditional leaders emerging • Role models including female political leaders inspiring transformation	• Patriarchal norms deeply entrenched in customary law systems[27] • Harmful traditional practices continue

Table 4: Technological Factors

Factor	Conducive	Non-conducive
Mobile penetration	• Mobile network coverage reaches 84-87% of population according to government sources[28] • Network infrastructure expanding through private sector investment	• Smartphones remain expensive relative to average income[29] • Data costs constitute 47.56% of monthly income for lowest-income earners[30]
Digital infrastructure	• Government digitalization agenda outlined in ICT Policy 2019-2024[31] • ACE submarine cable provides international connectivity[32]	• Limited internet access outside Monrovia with rural areas underserved. • Frequent power outages disrupt digital services and connectivity
Technology adoption	• Youth demonstrate high technology adoption rates with mobile money services growing • Digital literacy programs expanding through donor support	• Digital literacy remains low among government staff requiring capacity building • Resistance to technological change among older demographics limits adoption
Innovation ecosystem	• Technology hubs emerging in Monrovia with donor interest in digital solutions • Government launching digital transformation initiatives targeting 10,000 youth[33]	• Limited local technical capacity constrains innovation • Few women are participating in technology sector despite targeted interventions

Table 5: Environmental Factors

Factor	Conducive	Non-conducive
Climate adaptation	• Increased awareness of climate impacts with the National Climate Change Policy launched[34] • Climate adaptation funding secured including $17.2 million from Green Climate Fund[35]	• Climate change is accelerating with the increased frequency of extreme weather events • Limited government capacity to respond to environmental challenges documented in vulnerability assessments
Natural resources	• Natural resources, including minerals and forestry, could fund development programs • Environmental regulations exist through legislative framework, including the	• Resource extraction creates protection risks particularly for women and children in mining communities • Weak enforcement of environmental

[27] (Girls Not Brides, 2023)
[28] (DataReportal, 2024)
[29] (Alliance for Affordable Internet, 2023)
[30] ibid
[31] (Digital Development, 2024)
[32] (International Trade Administration, 2023)
[33] (FrontPageAfrica, 2024)
[34] (SDG Knowledge Hub, 2024)
[35] (United Nations Development Programme, 2021)

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Factor	Conducive	Non-conducive
	Environmental Protection Act	Regulations undermines sustainability goals
Disaster preparedness	• Early warning systems established with community-based disaster risk reduction initiatives • National Disaster Management Agency coordinates emergency response	• Infrastructure remains vulnerable to climate shocks with limited resilience • Emergency response capacity constrained by resource limitations and coordination challenges
Environmental sustainability	• Growing environmental awareness particularly among youth activists • Civil society organizations advocating for sustainable development practices	• Development pressures often override conservation priorities in policy implementation • Limited integration of environmental considerations in social protection programming

Table 6: Legal Factors

Factor	Conducive	Non-conducive
Legal framework	• Progressive laws enacted including Children's Law 2011 and Domestic Violence Act[36] • International conventions ratified including CEDAW 1984 and CRC 1993[37]	• Weak law enforcement undermines legislative progress with limited prosecutions • Legal literacy remains low particularly in rural areas affecting rights awareness
Justice system	• Specialized courts established • Legal aid expanding	• Case backlog severe with delays affecting access to justice[38] • Corruption undermines justice system integrity according to transparency assessments
Regulatory environment	• NGO regulations being clarified to facilitate civil society operations • Procurement laws strengthened through Public Procurement and Concessions Act	• Complex compliance requirements create barriers for smaller organizations • Frequent regulatory changes create uncertainty for program implementation
International obligations	• International treaty obligations create framework for advocacy and accountability • Technical support available through UN agencies and development partners	• Reporting burden strains limited government capacity with multiple simultaneous reporting requirements • Limited compliance monitoring affects treaty implementation effectiveness

3.2 Institutional Capacity Assessment Summary

The comprehensive capacity needs assessment conducted across seven critical dimensions reveals an institution with significant structural challenges that impede effective service delivery. This synthesis presents key findings that inform strategic priorities for institutional transformation over the next five years.

3.2.1 Institutional Arrangements

The assessment revealed weaknesses in how MGCSP is organized and how its various components interact. While the Ministry maintains a clear hierarchical structure on paper, operational reality reveals significant fragmentation and coordination shortfalls. Departments operate largely in isolation and in silos, with limited mechanisms for sharing information or coordinating interventions. This siloed approach results in duplication of efforts, missed opportunities for synergy, and inefficient use of scarce resources.

[36] (Better Care Network, 2011)
[37] (Humanium, 2024)
[38] (Liberia Anti-Corruption Commission, 2024)

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Communication patterns within the Ministry rely heavily on informal channels rather than systematic processes. The assessment documented how critical information flows through WhatsApp groups and personal relationships rather than official channels, creating risks when key individuals are absent and excluding those without access to these informal networks. The absence of standardized communication protocols particularly affects county offices, which report feeling disconnected from national-level decision-making and unclear about policy directions.

The relationship between national and county offices reveals structural disconnects that undermine service delivery. County staff report to multiple supervisors at the national level without clear coordination, creating competing demands and conflicting instructions. The assessment found that 79.2% of staff are concentrated in Montserrado County, leaving rural counties understaffed. This centralization contradicts the Ministry's mandate to serve all Liberians and particularly disadvantages rural women and children who face the greatest vulnerabilities. Of the Ministry's 216 total staff members, Montserrado County alone contains 171 staff, while all remaining 14 counties share only 45 staff (20.8%). This stark imbalance creates severe service delivery inequities nationwide, with rural residents having dramatically reduced access to MGCSP services compared to those in the capital region. The concentration of resources in Montserrado County is particularly concerning, given that 63.4% of Liberia's population resides outside this region, yet they are served by only 20.8% of the Ministry's workforce.

Beyond staffing challenges, county offices face severe infrastructure and operational constraints:

- Non-functional Safe Homes: Facilities that should provide temporary shelter for SGBV survivors remain non-operational for years in many counties due to a lack of staffing or dilapidated conditions. Counties such as Maryland and Grand Kru have no Safe Homes at all.
- Inadequate Office Facilities: In Lofa and Bong, county staff work from single-room offices within County Service Centres, as the Ministry's own office structures are in disrepair. Many county offices share space with other agencies or operate from informally assigned buildings.
- Basic Equipment Deficits: Office equipment and facilities are inadequate even for routine operations, with specialized infrastructure for child-friendly spaces, confidential counselling, and secure case documentation completely absent.
- Administrative Function Gaps: Key administration functions such as accounting and finance, human resources, and procurement are not part of the County Gender Ministry structure, severely limiting operational effectiveness.

External coordination mechanisms with other ministries, civil society organizations, and development partners function inconsistently. While formal coordination structures exist on paper, including technical working groups and sector coordination meetings, their actual operation depends on individual initiative rather than institutional systems. The assessment documented how coordination meetings that previously occurred monthly have been discontinued, information sharing occurs selectively based on personal relationships, and formal agreements like memoranda of understanding are not systematically monitored or implemented. County-level coordination is particularly affected by the Ministry's limited presence, with stakeholders reporting sporadic, irregular, and ineffective relationships due to the absence of adequate MGCSP representation in rural areas. The systematic nature of these challenges, with 86.3% of all staff identifying capacity gaps that impact mandate fulfilment, indicates that these coordination failures represent fundamental organizational structure inadequacies rather than individual performance deficits.

3.2.2 Staff Capacity

The assessment of staff capacity revealed a workforce with strong dedication and institutional knowledge but critical skills gaps that limit organizational effectiveness. The Ministry's 216-member workforce demonstrates notable strengths, including overall gender parity with females comprising 49.5% and males comprising 50.5% of total staff, exemplifying the Ministry's commitment to gender equality. Educational qualifications show that 48.1% of staff hold bachelor's degrees, while 4.6% possess master's degrees, primarily in social sciences, with an additional 39.8% holding high school diplomas. However, formal qualifications do not necessarily align with

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job requirements, particularly in specialized technical areas like monitoring and evaluation, financial analysis, and policy development.

The workforce possesses substantial institutional knowledge, with 60.2% of staff having ten or more years of professional experience, representing significant stability and continuity. However, this experience distribution reveals a concerning gap, with only 8.8% of staff having five to nine years of experience, potentially creating succession planning challenges as the most experienced staff approach retirement. Staff demonstrate remarkably high levels of work meaningfulness, averaging 4.75 out of 5, indicating strong alignment between staff values and the Ministry's mission despite operational challenges.

Technical skills assessments revealed significant weaknesses across multiple domains. The comprehensive capacity assessment found that 86.3% of all staff identify skills gaps in their current roles, with county operations showing particularly acute needs where 95.5% of staff report capacity constraints. Staff demonstrate stronger capabilities in qualitative approaches and direct service provision but struggle with systematic data collection, analysis, and reporting. Critical technical gaps exist in areas such as Excel and computer literacy, data analysis and interpretation, case management systems, and report writing and documentation. The assessment found that only two staff members in the entire finance department can operate the integrated financial management information system, creating dangerous dependencies and operational risks.

The geographic distribution of capacity challenges compounds these technical gaps. County operations face universal or near-universal capacity constraints, with 95.5% of county staff identifying training needs compared to the overall organizational average. Most critically, 95.5% of county staff perform tasks outside their assigned roles, representing a fundamental mismatch between organizational design and operational reality that affects 27.5% of the total workforce. This role expansion occurs without corresponding capacity development, creating systematic stress on service delivery capabilities.

Professional development opportunities remain extremely limited despite widespread needs. Training availability across the organization averages only 3.32 out of 5, with significant variations by position level. Management staff report the highest training availability at 4.67 out of 5, while support staff indicate the lowest availability at 3.17 out of 5 despite having the highest average experience at 9.6 years. The absence of a systematic approach to capacity building means that skills development occurs randomly through donor-funded project training rather than strategically based on institutional needs. This ad hoc approach results in some staff receiving multiple similar trainings while others receive none, and critical capacity gaps remain unaddressed across all educational levels and position categories.

Role clarity represents another significant challenge affecting organizational effectiveness. The assessment found that 27% of staff lack formal job descriptions, with this gap primarily affecting recent volunteer staff brought into the ministry. Even among staff with job descriptions, 83% still identify skills gaps in their positions, indicating that formal role definition alone does not guarantee alignment between expectations and performance requirements. Staff without job descriptions demonstrate consistently lower role clarity scores and understanding of performance expectations, with 100% identifying skills gaps compared to 69% of those with formal documentation.

3.2.3 Human Resource Management

Human resource management systems show weaknesses that undermine organizational effectiveness and accountability. The assessment revealed that the Ministry operates without a consistently implemented performance management system, with no evidence of systematic performance appraisals in recent years. This absence of performance management creates a cascade of problems affecting recruitment quality, staff development, accountability mechanisms, and overall institutional effectiveness.

The assessment found that 27% of staff lack formal job descriptions, creating confusion about roles and responsibilities throughout the organization. Even where job descriptions exist, they often fail to reflect actual duties or have not been updated to incorporate new responsibilities. The current job descriptions document is

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not user-friendly and appears not to provide for all job positions within the Ministry. This documentation gap particularly affects newer positions and consultant roles, creating ambiguity that enables role confusion and limits accountability. The situation becomes more complex at the county level, where 95.5% of staff perform tasks outside their assigned roles, representing a fundamental mismatch between organizational design and operational reality.

Performance management represents the most critical gap in human resource systems. Despite the existence of comprehensive performance management frameworks established by the Civil Service Agency, including the Performance Management Policy Manual of 2016, the Ministry has not implemented these systems consistently. Most heads of divisions confirmed they have no experience with performance management practice within the Ministry, relying instead on experiences from previous employment. The performance management cycle, which should include performance planning, mid-year progress reviews, annual performance appraisals, and managing performance outcomes, has never been completed in recent memory.

This absence of performance management creates multiple organizational problems. Excellent performance goes unrecognized while poor performance remains unaddressed, contributing to low morale among high-performing staff and enabling continued underperformance by others. Without systematic performance evaluation, the Ministry cannot make evidence-based decisions regarding promotions, training needs, or corrective actions.

Recruitment and selection processes lack transparency and consistency despite existing civil service frameworks. The assessment documented perceptions of favouritism in hiring decisions, with qualified candidates sometimes passed over for those with political connections. The absence of standardized selection procedures and clear criteria undermines merit-based recruitment. Extended vacancy periods for critical positions, sometimes lasting over a year, disrupt operations and overburden remaining staff. The geographic distribution of recruitment reveals severe inequities, with 79.2% of staff concentrated in Montserrado County while rural counties remain severely understaffed.

Staff retention challenges persist across the Ministry despite high levels of work meaningfulness averaging 4.75 out of 5. The absence of clear career progression pathways means that staff see limited opportunities for advancement within the Ministry. Low salaries relative to the cost of living create financial pressures, with management staff earning an average of $1,623.96 compared to administrative staff averaging $307.11, representing a significant disparity that affects motivation and retention.

The human resource information system remains paper-based and fragmented, creating operational inefficiencies and planning constraints. The assessment team experienced significant difficulties obtaining current staffing data from the Ministry, highlighting the need for a comprehensive HR information system. Personnel files are incomplete and scattered across different offices, with basic information like staff qualifications or training history often untraceable. This poor record-keeping impedes human resource planning and makes it impossible to conduct skills inventories or succession planning.

Training and development systems operate without strategic coordination, resulting in ad hoc capacity building that fails to address institutional needs systematically. The assessment found that 86.3% of all staff identify skills gaps in their current roles, with county operations showing 95.5% training needs. Despite these widespread gaps, skills development occurs randomly through donor-funded project training rather than strategically based on institutional requirements. This approach results in some staff receiving multiple similar trainings while others receive none, leaving critical capacity gaps unaddressed across all educational levels and position categories.

The accountability mechanisms that should flow from effective human resource management are essentially absent. Without performance management systems, grievance procedures, reward systems, and employee development processes cannot function effectively to support organizational accountability. The Ministry possesses comprehensive human resource policies through the Civil Service Agency frameworks, but these

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remain scattered across different documents and are not consistently applied or referenced within the Ministry's operations.

3.2.4 Monitoring and Evaluation Systems

The monitoring and evaluation function reveals weaknesses that prevent evidence-based decision-making and learning across the Ministry. The comprehensive assessment found that while an M&E Division exists within the Department of Research, Policy, and Planning, it lacks the tools, skills, and authority to fulfil its mandate effectively. The current M&E system is severely fragmented, with different departments and donor-funded projects maintaining separate systems without integration, standardization, or central oversight.

The technical capacity of M&E staff represents a critical constraint to organizational effectiveness. The assessment revealed that 86.3% of all staff identify skills gaps in their current roles, with deficiencies in data collection, analysis, and reporting capabilities. Most significantly, M&E staff demonstrate limited proficiency in essential software tools including Excel, SPSS, STATA, Power BI, and GIS systems. The separation of responsibilities between the M&E Division, which handles data collection, and the Research and Statistics Division, which conducts analysis, creates dangerous operational disconnects. This structural fragmentation means that M&E officers have minimal involvement in data interpretation and are disconnected from the analytical processes that should inform their collection strategies.

Data collection remains largely paper-based, inconsistent, and unreliable across the Ministry's operations. The assessment documented the complete absence of standardized data collection tools, with different counties and programs using various formats that cannot be easily aggregated or compared. County-level data collection practices vary dramatically, with some offices relying entirely on handwritten logs while others use locally adapted templates or donor-specific digital platforms like Kobo Collect. This lack of standardization undermines data comparability and prevents meaningful trend analysis across geographic areas or time periods.

Data quality represents a systemic challenge affecting the credibility of all monitoring outputs. The assessment found no systematic verification procedures, frequent missing data fields, and no structured protocols for routine data validation. Quality assurance occurs reactively when discrepancies are flagged rather than through systematic review processes. County-level staff, many of whom lack formal M&E training, collect data without structured guidance on accuracy standards or validation techniques. The result is questionable data quality that undermines confidence in reported figures and limits the utility of information for decision-making.

The Ministry operates without a unified results framework that links activities to outputs, outcomes, and strategic objectives. Each donor-funded project maintains its own results framework with specific indicators and reporting requirements, but these operate in complete isolation from any Ministry-wide monitoring system. The assessment found no evidence of systematic use of monitoring data for program improvement or strategic decision-making. Reports focus predominantly on activity completion and donor compliance rather than outcome achievement or impact assessment, limiting their utility for accountability, learning, or adaptive management.

Workflow processes reveal multiple bottlenecks and inefficiencies that delay decision-making and reduce data utility. County M&E officers report directly to program-specific divisions rather than through the central M&E Division, bypassing national-level validation processes and creating coordination gaps. Data submission methods include a chaotic mix of email attachments, WhatsApp messages, flash drives, and physical delivery, often using personal accounts or unsecured public networks. This raises concerns about data security, confidentiality, and professional accountability while creating delays and inconsistencies in reporting timelines.

The absence of digital integration and real-time monitoring capabilities severely constrains the Ministry's responsiveness to emerging needs. While the Ministry has initiated development of an Information Management System, staff engagement and training remain inconsistent across departments. Most county offices lack basic ICT equipment including computers, reliable internet access, and secure data storage systems. Staff frequently use personal resources to submit reports, which compromises both data security and

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submission timeliness. The lack of automated systems means all quality control occurs manually, increasing staff burden while allowing preventable errors to persist in official reports.

Staff perceptions reveal deep frustration with the current M&E system's limited utility and impact. Despite acknowledging incremental improvements including the development of an M&E Policy Manual in 2020 and growing institutional commitment to performance monitoring, staff consistently report that their data collection efforts rarely influence programmatic or policy decisions. The absence of feedback mechanisms means county officers receive no acknowledgment of submitted reports or guidance on quality improvements, contributing to reporting fatigue and reduced motivation. Most critically, staff across all levels perceive M&E as a donor-imposed compliance activity rather than a strategic management tool for organizational learning and improvement.

The evaluation capacity gap prevents the Ministry from conducting systematic assessments of intervention effectiveness or identifying successful approaches for scaling. Without internal evaluation expertise, the Ministry cannot determine which programs achieve intended outcomes, understand implementation bottlenecks, or make evidence-based decisions about resource allocation. This represents a fundamental constraint to organizational learning and adaptive management that undermines the Ministry's ability to demonstrate impact and justify continued investment in its programs.

3.2.5 Financial Management

Financial management systems within MGCSP demonstrate a mixture of established procedures and critical capacity gaps that affect operational efficiency, accountability, and strategic planning. The comprehensive assessment revealed that while the Ministry maintains basic financial controls aligned with government requirements, fundamental weaknesses in implementation, technical capacity, and strategic financial management undermine institutional effectiveness and limit the Ministry's ability to fulfil its mandate.

The Finance Department comprises 10 permanent staff and one intern, with six staff holding degrees in accounting or finance, and the remaining four possessing undergraduate qualifications in accounting and economics. However, none of the staff are certified or chartered accountants, representing a professional qualification gap. More critically, only two permanent staff members demonstrate hands-on experience with the Integrated Financial Management Information System (IFMIS), QuickBooks, and Xero accounting software. This limited technical capacity creates dangerous operational dependencies and restricts the Ministry's ability to meet mandatory financial reporting obligations under government frameworks.

Budget preparation processes reveal systematic weaknesses that undermine strategic planning and resource allocation effectiveness. The assessment documented fundamental disconnects between program plans and budget allocations, with activities included in work plans remaining unfunded while budget lines exist for unimplemented activities. The Ministry operates under a line-item ceiling approach that imposes strict spending caps but limits flexibility in resource allocation and program expansion. Most significantly, the budget framework focuses exclusively on government subvention and personnel costs, completely excluding donor-funded activities that represent 14% of total Ministry resources. This incomplete budgeting approach undermines comprehensive financial planning, reduces transparency, and makes it impossible to assess true resource availability or conduct strategic resource allocation.

The Ministry's funding structure reflects severe inadequacy relative to its mandate and responsibilities. Despite submitting a budget proposal of eleven million dollars for fiscal year 2025, the Ministry received only three million dollars, representing a 73% funding shortfall. The current budget allocation constitutes 0.36% of the total national budget. Government allocations remain disproportionately directed toward personnel costs and administrative overheads, leaving insufficient resources for core programs and service delivery. This funding inadequacy forces the Ministry to rely heavily on unpredictable donor funding streams, creating operational uncertainties and limiting strategic planning capabilities.

Financial reporting practices remain basic and compliance-focused rather than providing management information that supports strategic decision-making. While the Ministry maintains cash books, conducts

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monthly bank reconciliations, and uses standardized reporting formats for donor and statutory submissions, it falls short in the preparation of comprehensive financial statements in accordance with International Public Sector Accounting Standards and Section 48(3) of the Public Financial Management Act. Missing elements include Statement of Income and Expenditure, Statement of Financial Position, Cash Flow Statement, and explanatory notes with comparative accounts. Current financial reports limit analysis to receipts and payments statements with basic annotations, providing insufficient information for strategic planning or performance assessment.

The Ministry's chart of accounts lacks sufficient detail to capture the full range of government and donor financial activities, while financial transactions are recorded solely on a cash basis, omitting accruals and non-cash items such as in-kind donations that represent significant resources. Budget performance commentaries lack structured analysis of progress against targets, identification of constraints, or actionable recommendations aligned with the Ministry's mandate. This limited analytical capacity restricts management's ability to make informed financial decisions or demonstrate programmatic impact to stakeholders and donors.

Auditing and internal control systems show mixed effectiveness that limits accountability and risk management. While senior management promotes integrity and ethical behaviour, and internal control policies exist at institutional and departmental levels, implementation remains inconsistent. The Finance Division does not conduct regular risk assessments or implement corresponding mitigation controls. Internal audit reports are produced quarterly but often omit management responses and fail to document instances of non-compliance with applicable laws. Most significantly, MGCSP has not been audited by the General Auditing Commission in the past four years, creating a substantial audit gap that undermines external assurance processes and limits public accountability.

The Ministry's capacity to manage partner and donor funding demonstrates both strengths and critical weaknesses that affect program implementation and stakeholder confidence. While designated bank accounts are established for each donor-funded project and procurement processes adhere to transparent guidelines, the current accounting software lacks customization needed to capture specific financial reporting requirements of donor-funded projects. Expenditure ledgers for donor projects lack necessary granularity to associate costs with specific project activities, while delays in disbursement often occur due to non-compliance or inability to meet performance milestones tied to disbursement conditions.

Resource mobilization capacity remains constrained despite the existence of a designated Program Planning and Resource Mobilization Division. The Ministry lacks a formal resource mobilization strategy to guide coordination efforts in securing funding. The changing donor landscape creates increasing competition for funds while operational bottlenecks including bureaucratic delays and weak interagency coordination undermine timely resource inflows. The unit faces capacity constraints in advanced fundraising techniques, proposal writing, and donor compliance, while lacking essential logistical support including regular internet connectivity and transportation for outreach activities.

Cash management represents a persistent operational challenge that disrupts program implementation and undermines service delivery consistency. Delayed disbursements from the Ministry of Finance create unpredictable cash flows that force programs to halt activities for extended periods, even when budgets have been approved. The assessment documented instances where implementation delays of several months occur while awaiting funding releases, straining relationships with vendors and service providers while compromising the Ministry's ability to maintain consistent service delivery to vulnerable populations.

3.2.6 Procurement and Logistics

Procurement systems within MGCSP reveal capacity constraints that systematically delay program implementation and compromise value for money in public resource utilization. The comprehensive assessment found that while the Ministry adheres to government procurement regulations established under the Public Procurement and Concessions Act of 2005, critical gaps in internal capacity, staffing, and technical expertise create operational bottlenecks that undermine efficient service delivery and institutional effectiveness.

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The Procurement Department demonstrates concerning capacity limitations despite being led by a qualified professional with twelve years of experience. The department comprises six staff members, with one woman who possesses technical training and certification in procurement processes but lacks hands-on experience due to her recent transfer to the department. The remaining four staff members, while experienced in procurement processes, have received no formal training in procurement certification programs or specialized courses to support decision making. Most critically, the entire department lacks capacity training in World Bank procurement processes, creating significant compliance risks and limiting the Ministry's ability to effectively manage donor-funded projects that constitute 14% of total Ministry resources.

Procurement workflow and process efficiency reveal systematic weaknesses that affect implementation timelines and cost-effectiveness. While the department head demonstrates comprehensive understanding of various procurement approaches including single sourcing, quality-based selection, and cost-quality based selection, this expertise has not been transferred to other staff members, creating dangerous operational dependencies. The Ministry relies heavily on the Public Procurement and Concessions Act 2005 as the primary policy framework for evaluating goods and services, but minimal procurement breaches identified by the Internal Audit Secretariat highlight persistent capacity development needs that remain unaddressed due to budgetary constraints.

Vendor management practices demonstrate shortfalls that limit competitive procurement and vendor accountability. The assessment revealed that MGCSP maintains a vendor list that remains limited in scope and fails to cover the full range of goods and services required for effective program implementation. While the Ministry periodically communicates with vendors to update contact details for future procurements, no systematic vendor performance evaluation or tracking mechanisms exist. This absence of vendor performance monitoring means that poor-performing suppliers continue to receive contracts while high-quality vendors receive no preferential consideration, ultimately undermining value for money and service quality standards.

Logistics and supply chain processes operate within a fragmented framework that limits institutional control over inventory management and asset tracking. Following the enactment of the Public Procurement and Concessions Act of 2005, the General Services Agency shifted from centralized procurement to asset management responsibilities including inventory tracking, maintenance, and disposal. While this arrangement theoretically ensures smooth supply chain flow through in-house GSA presence and support, practical implementation reveals significant coordination challenges. The Procurement Department lacks direct oversight of inventory management processes, creating disconnect between procurement decisions and supply chain effectiveness.

Resource allocation for procurement functions remains inadequate relative to operational requirements and compliance obligations. The Ministry cannot provide dedicated transportation for the Procurement Department to conduct essential field verification of supplies, orders, and contract execution by vendors. This logistical constraint compromises the Ministry's ability to ensure contract compliance and verify value for money in procurement outcomes. Alternative technology solutions including asset tracking systems, barcode technology, Radio Frequency Identification systems, and cloud-based procurement software that could enhance procurement monitoring and lifecycle management remain financially inaccessible due to budgetary limitations.

Risk management and compliance frameworks reveal critical gaps that expose the Ministry to fraud, inefficiency, and regulatory violations. The assessment identified multiple risk factors including inadequate value for money audit assessment capacity, delayed procurement process delivery, weak procurement evaluation report writing skills, insufficient staffing levels, and inadequate technology infrastructure. Most concerning, the Ministry lacks clearly defined compliance and fraud prevention checklists that are essential for ethical and efficient public fund utilization. The absence of systematic internal controls, vendor due diligence procedures, process monitoring mechanisms, and regular audits creates substantial vulnerabilities to fraudulent activities and procurement irregularities.

Procurement planning capabilities demonstrate systematic weaknesses that result in emergency purchasing and missed cost-reduction opportunities. The assessment documented frequent instances of urgent

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procurement requests that could have been anticipated through improved planning processes. The absence of framework contracts for commonly purchased items forces each procurement to undergo complete tendering processes, creating substantial inefficiencies and implementation delays. This reactive procurement approach prevents the Ministry from leveraging bulk purchasing opportunities that could significantly reduce per-unit costs while improving service delivery efficiency.

Contract management represents the most critical weakness in the Ministry's procurement system, with limited monitoring of vendor performance and informal contract administration procedures. Contracts are often managed without reference to clear performance standards or systematic evaluation criteria. The absence of vendor performance tracking systems means that suppliers who consistently underperform continue to receive future contracts while reliable vendors receive no recognition or preferential consideration. This inadequate contract management undermines both value for money and service quality while creating reputational risks for the Ministry.

The staffing capacity assessment reveals fundamental human resource constraints that prevent effective procurement oversight and compliance management. The Internal Audit Secretariat has repeatedly flagged the need for enhanced staff capacity to manage and monitor procurement activities and contract performance, but these recommendations remain unimplemented due to national budgetary constraints. The limited staffing prevents adequate field monitoring, site verification, contract supervision, and compliance assessment that are essential for effective procurement management in a ministry responsible for protecting vulnerable populations across fifteen counties.

3.2.7 Policy Development Capacity

Policy development capacity represents a critical weakness that fundamentally constrains MGCSP's ability to provide authoritative leadership on gender equality and social protection issues across Liberia. The comprehensive assessment revealed that while the Ministry has developed several important policy frameworks, including the National Gender Policy and Anti-SGBV Roadmap, policy development processes suffer from systematic deficiencies that undermine both quality and implementation effectiveness.

The institutional structure for policy functions positions these activities primarily as administrative rather than strategic functions within the Ministry. Policy responsibilities reside within the Department of Research, Policy and Planning, which operates with approximately forty percent of its authorized staffing complement and lacks the specialized expertise required for sophisticated policy analysis. The organogram remains substantially unfilled at both senior and junior levels, creating operational bottlenecks and forcing existing personnel to manage multiple responsibilities that dilute research focus and analytical capacity.

External dependence represents perhaps the most critical constraint to sustainable policy development capacity. The assessment documented that policy development typically occurs through consultant support rather than building internal institutional capacity. This pattern of external reliance means that institutional knowledge is not developed systematically, and policy implementation suffers from limited internal ownership and understanding. While international consultants frequently lead major policy initiatives, MGCSP staff provide primarily logistical support, limiting learning opportunities and perpetuating dependence on external expertise that proves unsustainable over time.

Research capacity to support evidence-based policy development remains severely limited across multiple dimensions. The Research and Statistics Division lacks both resources and technical skills for conducting primary research that could inform policy choices. Staff demonstrate stronger capabilities in basic quantitative methods but possess limited experience in ethnographic approaches, participatory research methodologies, or systematic qualitative data analysis. This constrains the Ministry's ability to conduct mixed-methods research that could provide richer insights into complex gender and social protection challenges facing Liberian communities.

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Technical infrastructure supporting policy research proves fundamentally inadequate for contemporary analytical demands. The division's technological resources consist primarily of aging desktop computers running outdated software, with researchers relying almost exclusively on Microsoft Excel for data analysis. The complete absence of specialized statistical software such as STATA, SPSS, or R severely limits analytical capabilities, forcing researchers to employ basic techniques that cannot adequately address complex policy questions. Data management systems are virtually non-existent, with research information stored in unstructured formats across individual computers without systematic backup or version control.

Financial resource allocation for policy functions reveals institutional priorities that undervalue evidence-based policy development. The Ministry allocates approximately eighty-one thousand nine hundred dollars annually, representing only 2.6 percent of the total ministry budget, to research and technical services, with no specific budget line dedicated to policy research activities. The absence of core funding for research sends clear signals about institutional priorities and undermines efforts to establish policy development as a central ministerial function. When research funding becomes available through development partners, it typically comes with predetermined objectives that may not align with MGCSP's strategic priorities.

Policy development processes demonstrate systematic weaknesses in stakeholder engagement and participatory approaches. The assessment revealed that while MGCSP involves some partners in policy development, the process remains largely exclusive and technocratic. Women's organizations particularly reported minimal involvement in strategic planning despite being primary stakeholders, with one women's group stating that strategic processes often exclude grassroots organizations, limiting policy relevance and community ownership. County coordinators reported receiving policy information through multiple channels with varying reliability and timeliness, creating situations where some counties remain unaware of policy changes for extended periods.

Evidence-based decision-making capacity shows fundamental gaps that prevent systematic use of data and research findings in policy formulation. The Ministry lacks mechanisms for collecting, analysing, and utilizing evidence to inform policy decisions, program design, and resource allocation. County coordinators report primary reliance on community feedback as their main information source, with seventy-five percent regularly using direct community input to inform decisions. While this grassroots orientation ensures some degree of local relevance, it occurs largely through informal channels lacking systematic documentation or analysis that could inform broader policy development.

Policy implementation planning represents perhaps the most visible weakness in the Ministry's policy development capacity. The assessment documented how policies are consistently developed without realistic implementation plans, comprehensive resource requirements assessments, or systematic monitoring frameworks. This gap between policy aspirations and implementation reality undermines credibility and limits impact across all policy areas. Partner organizations consistently identified this disconnect as a fundamental weakness, with one partner observing that MGCSP needs to develop robust resource mobilization plans to advance policy agendas effectively.

Communication and dissemination capacity severely limit policy effectiveness even when well-designed frameworks exist. The Ministry lacks systematic policy communication strategies, meaning that even well-designed policies remain unknown to implementers and beneficiaries who must operationalize them. County coordinators identified multiple communication barriers including complex policy language requiring translation, concepts lacking local language equivalents, and different literacy levels within communities. Written materials demonstrate complete failure as communication tools, with seventy-five percent of coordinators reporting they do not work and none rating them as effective for community engagement.

Quality assurance mechanisms for policy development remain largely informal and personality-dependent rather than systematically embedded in institutional processes. The division lacks formal peer review procedures, with policy outputs typically receiving only cursory administrative review before dissemination. Technical review, when it occurs, depends on the availability and interest of senior staff rather than mandated

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quality assurance processes. This ad hoc approach to quality control contributes to variable policy standards and limits the credibility of policy frameworks among stakeholders and external partners.

Knowledge management systems for policy development are entirely absent, creating significant institutional memory gaps and preventing systematic learning from policy experience. The Ministry lacks centralized digital repositories for policy documents and research reports, with information often treated as personal property rather than institutional assets. Document storage relies primarily on individual computers without consistent naming conventions, variable definitions, or metadata documentation, preventing longitudinal analysis and making it difficult to build cumulative knowledge over time.

3.3 Stakeholder Analysis and Mapping

The stakeholder analysis reveals a complex ecosystem of actors with varying levels of influence and interest in MGCSP's work. Understanding these relationships and dynamics is essential for developing strategies that leverage support, manage competing interests, and ensure inclusive programming that reaches intended beneficiaries.

3.3.1 Government Stakeholders

Within government, MGCSP must navigate relationships with multiple ministries whose mandates intersect with gender equality and social protection.

- The Ministry of Finance and Development Planning controls budget allocations and disbursement schedules, wielding significant influence over MGCSP's operational capacity. The assessment documented persistent challenges in this relationship, with delayed disbursements and budget cuts undermining program implementation. Building stronger engagement with budget officers and demonstrating clear results could improve this critical relationship.
- The Ministry of Health partners on sexual and reproductive health programming and gender-based violence response, particularly through one-stop centres. However, coordination remains weak, with parallel systems for data collection and limited joint planning. This partnership requires strengthening to ensure comprehensive health services for women and children accessing MGCSP programs.

- The Ministry of Education collaborates on keeping girls in school initiatives and addressing school-related gender-based violence, though implementation varies significantly by county. These partnerships focus on reducing barriers to girls' education and creating safe learning environments that support both academic achievement and protection outcomes.

- The Ministry of Justice partners on legal aid and prosecution of GBV cases, but weak referral systems and limited resources constrain effective collaboration. The Liberia National Police Service, particularly through its Domestic Violence Division, represents a critical operational partner for immediate response to gender-based violence cases and ensuring survivor safety through coordinated law enforcement efforts.

- The Ministry of Agriculture collaborates on women's economic empowerment initiatives, particularly supporting women farmers who constitute most agricultural producers. This partnership addresses land tenure issues, access to agricultural inputs, and participation in agricultural value chains that directly impact women's economic security and household welfare.

- The Ministry of Public Works engages on infrastructure projects that affect women's mobility and safety, including road construction and public facility design that considers gender-responsive approaches.

- The Ministry of Youth and Sports partners on programs targeting young women and girls, particularly addressing barriers to sports participation and youth leadership development.

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- The Ministry of Commerce supports women's entrepreneurship initiatives and small business development programs that complement MGCSP's economic empowerment mandate.

- The Liberia Institute of Statistics and Geo-Information Services (LISGIS) provides critical data support for evidence-based programming and policy development, though coordination on gender-disaggregated data collection requires strengthening.

- County authorities represent critical stakeholders for local implementation. County superintendents and development committees control local resources and influence community acceptance of programs. The assessment found significant variation in county authority support for gender equality initiatives, often depending on individual leadership rather than institutional commitment. Some counties demonstrate strong partnerships while others show minimal engagement or even resistance to gender programming.

- Traditional leaders maintain significant influence in rural communities where customary law often supersedes statutory provisions. The assessment documented mixed relationships with traditional authorities, some of whom support gender equality initiatives while others view them as threats to cultural values. Engagement strategies must recognize this diversity while finding common ground around child protection and women's welfare.

- Specialized government agencies provide targeted support for specific populations.

    - The Bureau of Veterans Affairs collaborates on programs supporting female veterans and families of ex-combatants.
    - The Liberia Refugee Repatriation and Resettlement Commission partners on protection and empowerment programs for refugee and returnee women and children.
    - The National Commission on Disability ensures inclusion of persons with disabilities in MGCSP programming.
    - The Environmental Protection Agency collaborates on climate resilience initiatives that address differential impacts on women and vulnerable populations.
    - Liberia Agency for Community Empowerment coordinates community-based development initiatives in the country
    - Amongst others

3.3.2 Development Partners

Coordination with development partners operates through multiple overlapping mechanisms that must be actively managed to avoid duplication and donor fatigue. The assessment revealed poor coordination has led to parallel systems and competing demands on MGCSP's limited capacity.

- The World Bank, through the Liberia Women Empowerment Project (LWEP), represents the largest single funding source for institutional strengthening and livelihood improvement support interventions for women. This relationship demonstrates strong alignment with the Ministry`s priorities but also creates dependencies and special implementation arrangements that may not be sustainable beyond the project life due to central government budgetary allocation constraints.
- One United Nations Agencies - The United Nations Country Team represents a critical partnership architecture providing coordinated technical and financial support across MGCSP's mandate areas.
- African Development Bank-Support social protection, women’s empowerment, and institutional capacity strengthening initiatives.
- ECOWAS-Support regional policy harmonization on gender equality, child protection and social protection across Members states.
- African Union-Offers continental policy direction and framework on gender equality, women’s rights, child welfare and social development, including Agenda 2063.
- European Union –Support for gender equality, social protection system, and gender based violence.

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- Amongst others

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- Bilateral donors including the United States government, Swedish International Development Agency, Irish Aid and others support various aspects of MGCSP's mandate. However, donor funding often comes with specific requirements and reporting systems that strain limited Ministry capacity. The assessment documented how staff spend significant time meeting different donor requirements rather than focusing on program implementation.

3.3.3 Civil Society Organizations

Civil society organizations play crucial roles in service delivery and advocacy but relationships with MGCSP show significant variation.

- National women's organizations such as
    - The Association of Female Lawyers and Women NGO Secretariat provide important advocacy support and complement government services. However, the assessment found that engagement tends to be episodic around specific events rather than sustained partnership.

  The Liberia Association of Community Empowerment organizations contribute to grassroots mobilization and community-level program implementation.
- International non-governmental organizations bring specialized expertise and resources to support MGCSP's mandate.
    - Plan International provides comprehensive child protection and girls' empowerment programming, offering technical assistance and implementation support across multiple counties.
    - MEDICA Liberia specializes in gender-based violence prevention and response, operating counselling centres and providing psychosocial support services that complement government efforts.
- Community-based organizations provide critical last-mile service delivery, particularly in rural areas where government presence is limited. These organizations often have strong community trust and cultural understanding that enables effective programming. However, the assessment documented challenges in partnership management, with complex government procurement procedures discouraging smaller organizations from engaging. Limited funding for partnership support means that relationships remain transactional rather than developmental.

- Faith-based organizations represent important but complex stakeholders. Churches and mosques provide significant social services and command community respect. Some faith leaders champion gender equality while others perpetuate harmful traditional practices. The assessment found limited systematic engagement with faith-based organizations despite their significant influence on social norms and behaviours.

- Specialized advocacy organizations focus on populations or issues within MGCSP's mandate.

    - The National Commission on Disability advocates for rights and inclusion of persons with disabilities.
    - The Albino Society of Liberia represents the specific needs and rights of persons with albinism.
    - National Old Folks organizations advocate for elderly populations requiring social protection services.

  These specialized groups provide critical insights into the needs of specific populations while advocating for inclusive programming approaches.

3.3.4 Private Sector

Private sector engagement represents the greatest untapped opportunity and the most challenging stakeholder relationship for MGCSP to cultivate and sustain. The assessment revealed despite the significant economic presence of multiple industries whose operations directly affect women, children, and vulnerable populations, systematic partnership between MGCSP and the business community remains low. This gap reflects both historical factors including the Ministry's limited capacity for external relationship management and structural challenges including the absence of formal mechanisms through which business imperatives and social

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protection objectives could align for mutual benefit. Liberia's private sector encompasses diverse sectors such as telecommunication, financial, extractive, agriculture etc. whose business models create mixed risks and opportunities for the populations MGCSP serves. Cultivating effective private sector partnerships requires MGCSP to develop capabilities and mechanisms that currently do not exist within the Ministry's operational repertoire. Businesses operate on different timelines than government, require clear return on investment propositions whether financial or reputational, and expect professional partnership management including regular communication, transparent reporting, and recognition of contributions. However, the assessment revealed MGCSP lacks dedicated private sector liaison capacity, has no systematic approach to identifying and prioritizing potential partners, and maintains no mechanisms for ongoing partnership management beyond project-specific transactional relationships. Building private sector engagement therefore requires not only outreach to companies but also internal institutional development that enables MGCSP to function as a credible, reliable partner capable of delivering on commitments and demonstrating significant impact.

3.3.5 Beneficiaries and Communities

The ultimate stakeholders are the women, children, and vulnerable populations that MGCSP exists to serve. However, the assessment revealed limited mechanisms for beneficiary voice and feedback. Program design rarely incorporates systematic consultation with intended beneficiaries, and feedback mechanisms during implementation are weak or non-existent. This absence of beneficiary engagement undermines program relevance and effectiveness.

Women's groups and networks provide important channels for reaching women and understanding their needs. However, engagement tends to focus on urban, educated women with existing organizational connections. Rural women, those with disabilities, and other marginalized groups have limited voice in program design and implementation.

Children and youth have particularly limited opportunities for meaningful participation. While policies emphasize children's rights to participation, implementation rarely incorporates systematic mechanisms for hearing children's voices. Youth organizations exist but have weak relationships with MGCSP, missing opportunities to engage young people as agents of change rather than passive beneficiaries.

Specialized populations requiring targeted approaches include persons with disabilities, elderly populations, and other marginalized groups who face intersecting vulnerabilities. These groups often remain invisible in general programming approaches and require specific outreach and engagement strategies to ensure their needs are adequately addressed and their voices heard in program design and implementation processes.

3.4 SWOT Analysis

The SWOT analysis synthesizes findings from the institutional assessment and situational analysis to identify strategic factors that will shape MGCSP's transformation over the next five years. This analysis provides the foundation for strategic choices that leverage strengths, address weaknesses, capitalize on opportunities, and mitigate threats.

Table 7 below presents the outcome of the analysis on the Strengths, Weaknesses, Opportunities, and Threats (SWOT).

Table 7: SWOT Analysis

Strengths	Implication	Strategic Response
• Clear legal mandate through Executive Law	• Provides authority for comprehensive programming	• Leverage mandate to advocate for resources • Use authority to convene stakeholders
• Committed and dedicated Staff	• Foundation for building enhanced capacity exists	• Invest in staff development • Create retention mechanisms
• Established partnerships with key development organizations	• Access to technical expertise and resources	• Deepen strategic partnerships • Expand partnership base

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• Presence in all 15 counties	• Infrastructure for A nationwide reach exists	• Strengthen county operations • Optimize geographic coverage
Weaknesses	**Implication**	**Strategic Response**
• Severe financial constraints	• Cannot fulfil mandate effectively	• Intensive resource mobilization • Improve efficiency and impact demonstration
• Fragmented and paper-based systems	• Inefficiency and limited evidence generation	• Invest in integrated digital systems • establish change management system
• Critical technical capacity Gaps	• Limited ability to deliver quality services	• Comprehensive capacity building program • Strategic recruitment of specialists
• Poor coordination mechanisms	• Duplication and missed synergies	• Establish functional coordination platforms • Incentivize collaboration
• [39]79.2% staff concentration in Monrovia	• Rural populations underserved	• Aggressive county deployment strategy • Decentralize operations
• Severe logistical constraints in county offices[40]	• County staff cannot fulfil responsibilities effectively[41]	• Substantial infrastructure investment for office upgrades, standard operating kits and vehicles across fifteen counties • Establishment of county operational budgets enabling routine logistics, supervision, and emergency response activities
Opportunities	**Implication**	**Strategic Response**
• Growing international focus on gender equality	• Potential for increased donor support	• Position MGCSP as implementing partner of choice • Develop impactful compelling proposals
• Technological advances and mobile penetration	• Can leapfrog traditional constraints	• Develop digital service delivery models • Build staff digital literacy
• Youthful population open to Change	• Potential for rapid social norm shifts	• Design youth-cantered interventions • Engage youth as change agents
• Regional integration and learning opportunities	• Access to proven approaches and resources	• Active participation in regional fora • Adapt successful models to Liberia
Threats	**Implication**	**Strategic Response**
• Political instability and transitions	• Disruption of programs and priorities	• Build cross-party support • Embed programs in systems
• Economic constraints likely to persist	• Continued resource limitations	• Focus on sustainability and efficiency • Develop innovative financing
• Social resistance to gender Equality	• Programs may face backlash	• Invest in community engagement • Work through trusted leaders
• Climate change impacts	• Increased vulnerability of target populations	• Integrate climate resilience • Build adaptive capacity
• Donor fatigue and shifting priorities	• Potential reduction in external support	• Diversify funding base • Demonstrate clear results
• Competing government priorities	• Gender may be deprioritized	• Link gender to economic growth • Build political champions

3.5 Strategic Issues Identification

The situational analysis reveals five fundamental strategic issues that define the challenges facing MGCSP over the next five years. These issues emerged from the convergence of institutional capacity constraints, systemic

[39] MGCSP HR Data (2025)
[40] including inadequate transportation, non-functional facilities, basic equipment deficits, and absence of administrative support functions
[41] due to mobility constraints, inappropriate work environments, and lack of operational resources for supervision and service delivery

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operational failures, and the persistent inability to reach and serve the populations most in need of gender equality and social protection interventions.

- Strategic Issue 1: Institutional Dysfunction and Geographic Inequity. The foremost strategic issue confronting MGCSP is institutional dysfunction characterized by the concentration of 79.2% of staff in the head office while 63.4% of Liberians resides in the remaining 14 counties. The geographic maldistribution represents more than a simple staffing imbalance. It reflects a fundamental institutional weakness where the Ministry operates as a Monrovia-based organization rather than a national institution capable of fulfilling its mandate across all counties.

- Strategic Issue 2: Inadequate Resource Mobilization and Donor Dependency. The Ministry operates with a budget allocation of 0.36% of the national budget, having received only three million dollars against a requested eleven million dollars for fiscal year 2025, representing a 73 percent funding shortfall. The resource constraint fundamentally undermines the Ministry's ability to fulfil its mandate of addressing gender inequality affecting half the population and providing social protection to the most vulnerable citizens. The resource constraints create dependency on unpredictable donor support.

- Strategic Issue 3: Absence of Evidence-Based Programming and Accountability. The Ministry lacks the fundamental systems and capacity required for evidence-based programming and accountability. The monitoring and evaluation function operates without standardized tools, reliable data collection mechanisms, or analytical capacity to generate insights that could inform program improvement. The assessment documented that 86.3 percent of staff identify skills gaps affecting their ability to fulfil responsibilities, while the M&E Division lacks basic tools and authority to establish functional monitoring systems.
- Strategic Issue 4: Systematic Exclusion of Beneficiaries and Stakeholders. The Ministry operates with minimal meaningful engagement of the populations it exists to serve. Women's organizations report minimal involvement in strategic planning and policy development, despite being primary stakeholders in gender equality initiatives. Rural communities, where most vulnerable populations reside, have little voice in program design or implementation due to the Ministry's limited presence outside Monrovia.

- Strategic Issue 5: Weak Partnerships and Coordination. Despite the existence of multiple coordination mechanisms on paper, the Ministry struggles with fragmented and ineffective partnerships that limit its ability to leverage resources and expertise for maximum impact. Inter-ministerial coordination remains episodic and personality-dependent rather than systematic and institutionalized. Development partners operate through parallel systems that strain the Ministry's limited capacity while creating duplication and missed opportunities for synergy.

These strategic issues are interconnected and mutually reinforcing. Fragmented systems contribute to weak evidence generation, which undermines the case for increased resources. Limited county capacity restricts stakeholder engagement, which reduces program effectiveness. Addressing these issues requires a comprehensive approach that recognizes their interdependence while sequencing interventions strategically to build momentum for transformation.

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4. Strategic Direction

4.1 Vision, Mission, and Core Values

Vision

A Liberia where all, especially women, children, and vulnerable populations enjoy equal rights, opportunities, and protection, contributing to and benefiting from sustainable national development.

Mission

MGCSP exists to lead and coordinate national efforts in promoting gender equality, protecting children's rights, and delivering comprehensive social protection services to vulnerable population through evidence-based policies, innovative programs, and strategic partnerships.

Core Values

The core values of MGCSP shape organizational culture and guide decision-making at all levels. These values, are structured with the "RISS" acronym to remind staff of the need to rise for respect, inclusivity, social justice and service delivery to all.

No.	Core Value	Definition	Key Principles	Operational Requirements
1	Respect	Honoring the dignity and rights of all people	• Treating beneficiaries as rights holders, not charity recipients • Listening to and valuing diverse perspectives, especially from marginalized groups • Respecting colleagues regardless of hierarchical position • Creating environments where all staff can contribute effectively. • Recognizing inherent worth regardless of gender, age, ability, economic status, or social position	• Rights-based service delivery protocols • Inclusive consultation mechanisms • Non-discriminatory workplace policies • Cultural sensitivity training • Feedback systems that value all voices
2	Inclusiveness	Ensuring no one is left behind	• Actively identifying and removing barriers to participation • Disaggregating data to reveal hidden disparities. • Adapting programs to meet diverse needs • Ensuring physical and communication accessibility • Recognizing intersectionality and	• Comprehensive accessibility standards • Disaggregated data collection systems • Targeted outreach to marginalized groups. • Multi-format communication

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No.	Core Value	Definition	Key Principles	Operational Requirements
			compound disadvantages • Going beyond non-discrimination to initiative-taking inclusion	materials • Barrier assessment tools
3	Social Justice	Ensuring fairness and equality	• Addressing structural inequalities and power imbalances • Advocating for policy and legal reforms to dismantle discriminatory systems • Ensuring equitable resource allocation prioritizing historically underserved populations • Amplifying marginalized voices in decision-making • Moving beyond neutral service provision to champion systemic change • Challenging discriminatory practices wherever they exist	• Equity-focused resource allocation frameworks • Policy advocacy strategies • Community empowerment programs • Systematic discrimination monitoring • Partnership with rights organizations
4	Service	Delivering quality services with compassion	• Understanding beneficiary needs through systematic consultation • Designing programs addressing root causes, not just symptoms • Continuously improving based on feedback and evidence • Providing best support despite resource constraints • Maintaining lofty standards regardless of operational challenges • Investing in systems and capacity for sustained quality	• Quality assurance standards • Beneficiary consultation protocols • Continuous improvement mechanisms • Staff capacity building programs • Performance monitoring systems

4.2 Guiding Principles

The strategic direction of MGCSP is shaped by six guiding principles that inform all aspects of planning, implementation, and evaluation. These principles provide a framework for decision-making when faced with competing priorities or approaches.

1. The human rights-based approach recognizes that gender equality, child protection, and social protection are not charitable endeavours, but fundamental human rights established in international law and Liberia's constitution. This principle shifts the Ministry's role from service provider to duty bearer with obligations to respect, protect, and fulfil rights. It transforms beneficiaries from passive recipients to rights holders who can claim entitlements and seek accountability. Applying this principle requires understanding the legal frameworks that establish rights, identifying duty bearers and their obligations, and building the capacity of rights holders to claim their entitlements.

2. Gender responsiveness goes beyond gender sensitivity to actively address the different needs, constraints, and opportunities faced by women, men, boys, and girls. This principle recognizes that gender-neutral approaches often perpetuate inequality by failing to address structural disadvantages. Gender-responsive programming requires analysing how gender shapes experiences and outcomes, designing interventions that address gender-specific constraints, and monitoring differential impacts. It means engaging men and boys as partners in transformation rather than viewing gender as only a women's issue.

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3. Evidence-based programming commits the Ministry to ground all interventions in rigorous analysis rather than assumptions or anecdotal evidence. This principle requires investing in research to understand problems and their root causes, testing different approaches to identify what works, and systematically monitoring implementation to enable adaptive management. Evidence-based programming means acknowledging when interventions are not achieving intended results and making necessary adjustments. It requires building a culture of learning where failure is seen as an opportunity for improvement rather than something to hide.

4. Participatory development ensures that those affected by programs have meaningful voice in the design, implementation, and evaluation. This principle recognizes that external experts cannot fully understand local contexts and that sustainable solutions emerge from communities themselves. Participatory approaches require creating safe spaces for marginalized voices, using methods that enable full participation regardless of literacy or confidence levels, and ensuring that participation influences decisions rather than merely legitimizing predetermined plans.

5. Do no harm acknowledges that even well-intentioned interventions could cause unintended negative consequences. This principle requires analysing potential risks and developing mitigation strategies before implementation. In the context of gender equality, interventions that challenge power relations may provoke backlash against women who participate. Child protection programs may inadvertently separate families or stigmatize children. Social protection may create dependencies or conflict within communities. Applying this principle requires continuous risk assessment, feedback mechanisms to identify emerging harms, and flexibility to adjust approaches.

6. Adaptive management recognizes that complex social challenges cannot be addressed through rigid implementation of predetermined plans. This principle requires building flexibility into program design, establishing robust monitoring systems that generate real-time information, and creating decision-making processes that enable rapid adjustments. Adaptive management means acknowledging uncertainty and designing programs as experiments that generate learning. It requires donors and government systems to allow flexibility rather than insisting on strict adherence to original plans.

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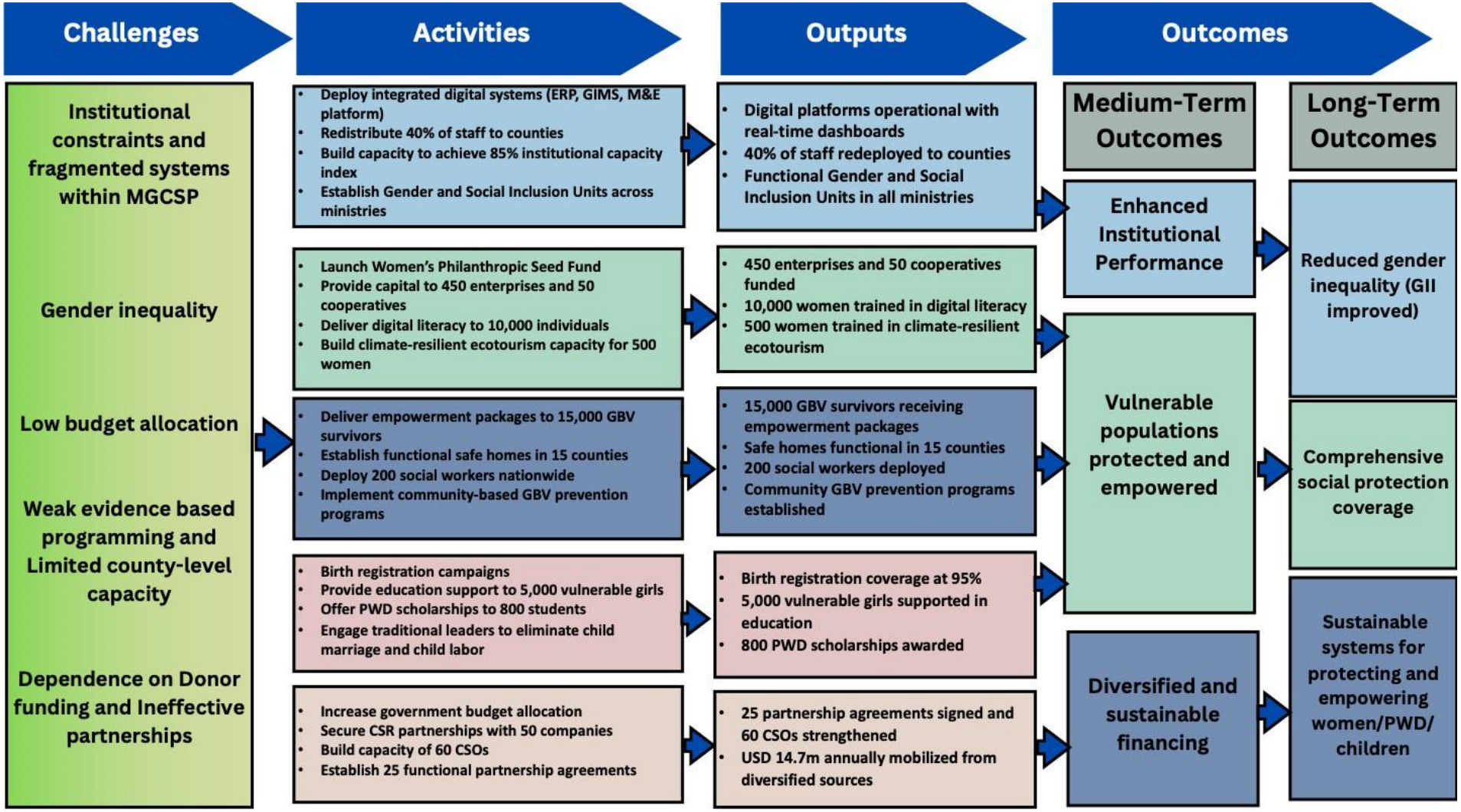
5. Strategic Framework

5.1 Theory of Change

Figure 2:Theory of Change



Critical Assumptions: Political will for gender equality maintained; sufficient resources mobilized; staff welcome institutional changes; communities ready for transformation; external shocks manageable through resilient systems

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5.2 Strategic Goals

The strategic framework comprises five interconnected goals that address the critical issues identified through the situational analysis while building on MGCSP's strengths and opportunities. These goals provide the architecture for institutional transformation and enhanced service delivery over the next five years. The Five overarching goals aligned with the capacity assessment findings are outlined in Table 8 below.

Table 8: [42]Strategic Goals

Strategic Goal	Description	Key Components	Success Indicators
Strategic Goal 1: Institutional Transformation	Build a high-performing institution with robust systems, skilled workforce, and efficient operations across all counties	• Develop integrated information management systems. • Build staff competencies through systematic capacity development. • Ensure adequate resources and authority at county level. • Strengthen financial management and procurement systems	• Composite institutional capacity index: 85% by 2030 • Percentage of staff in counties: 40% from 20.8%. • Functional information systems operational:99% uptime • Budget execution rate: 90% by 2030 • Number of county offices fully operational:15
Strategic Goal 2: Policy Excellence	Establish MGCSP as the authoritative voice on gender equality and social protection policy through evidence-based research	• Build internal research capacity. • Develop systematic policy formulation with stakeholder consultation. • Create costed implementation plans with realistic resources. • Strengthen policy communication and dissemination.	• Number of evidence-based policies with funded implementation plans developed:15 by 2030 • Internal policy development capacity:60% (from 20% baseline) • Ministries with functional GSIUs: 15 by 2030 • Percentage of policy recommendations adopted by Cabinet/Parliament:70% • Number of M&E staff certified: 20+ by 2030
Strategic Goal 3: Comprehensive Service Delivery	Ensure accessible, quality services reach all women, children, and vulnerable populations particularly in rural areas	• Expand geographic coverage to all 15 counties. • Improve service quality through standardized protocols. • Integrate services to address multiple needs. • Build functional referral systems	• GBV survivors receiving comprehensive empowerment packages:15,000 (cumulative) • SGBV incidence reduction: 50% by 2030 • Number of children accessing protection services: 200,000 • Child labour incidence: 10% (from 28%) • Child marriage incidence: 0% • Households receiving cash transfers: 16,000 • Women in economic empowerment programs: 25,000 • County functional services: 15 counties
Strategic Goal 4:	Develop sustainable partnerships and	• Diversify funding sources beyond project-based donor support.	• Government budget allocation: 1.0% of national

[42] These strategic goals are interdependent and mutually reinforcing. Institutional transformation creates the foundation for all other goals. Policy excellence guides programming while building credibility for resource mobilization. Comprehensive service delivery demonstrates impact that builds legitimacy. Strategic partnerships amplify efforts across all areas. Accountability and legitimacy create the trust necessary for sustained support.

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Strategic Goal	Description	Key Components	Success Indicators
Strategic Partnerships and Resource Mobilization	diversified funding to reduce donor dependence and ensure continuity	• Increase government budget allocation through evidence-based advocacy. • Build genuine collaboration replacing transactional relationships. • Strengthen local organization capacity to serve as effective implementation partners	budget by 2030 (from 0.36%) • Resources mobilized from diverse sources: $14.7M annually by 2030 • Maximum funding concentration per donor: ≤ 30% • Functional partnership agreements: 25 by 2030 • CSOs meeting implementation capacity standards:60 • Companies engaged in CSR partnerships:20
Strategic Goal 5: Accountability and Legitimacy	Transform MGCSP into a transparent, trusted institution through stakeholder engagement and demonstrated impact	• Establish beneficiary feedback mechanisms in all counties. • Implement transparent reporting and oversight systems. • Document and communicate impact systematically. • Build trust with communities and decision-makers	• Stakeholder satisfaction: 85% by 2030 • Clean audit opinion achieved by 2030: Yes • Number of grievance mechanisms operational with 90% resolved within 30 days: 15 counties • Beneficiary awareness of services: 80% by 2030 • Number of public reports published annually:20+ • IPSAS compliance achieved:100%

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6. Strategic Objectives and Key Result Areas

6.1 Department of Gender Strategic Objectives

The Department of Gender leads MGCSP's efforts to advance gender equality and women empowerment through four strategic objectives that address critical gaps while building on emerging opportunities.

Objective	Description	Key Results	2030 Targets
Objective 1.1: Expand GBV prevention and response	Addresses persistently high rates of violence against women and girls through approaches combining prevention and response	• Protection infrastructure (safe homes) established and strengthened in 15 counties • Advocate for SGBV treatment centers operational nationwide • A Functional GBV referral pathway strengthened across 15 counties with holistic case management • Service providers (MGCSP Staff, NGOs, CBOs, WACPS)trained across counties • GBV survivor empowerment packages developed • Advocate for timely Medical care provision	• GBV survivors receiving comprehensive services: 60% • Empowerment packages provided to GBV survivors: 15,000 • SGBV incidence: 50% reduction • Overall GBV incidence:10% reduction • Counties with functional GBV referral pathway: 15 • Communities with SASA prevention programs: 600 • Survivors receiving care within 48 hours: 50%. • Men and boys engaged as allies: 50,000. • Service providers trained: 1,500 •
Objective 1.2: Enhance women economic empowerment	Recognizing economic dependence and exclusion from decision-making perpetuate gender inequality, requiring climate-resilient livelihood strategies against environmental shocks while creating pathways to sustainable prosperity.	• Women -led enterprises supported through grants. • Climate information services integrated • Climate-resilient agriculture capacity developed.	• Women-led enterprises accessing tailored financial services through grants: 60% (from 43%-44%) • Beneficiary women agribusinesses implementing climate-smart practices: 90% • Women trained in climate smart agriculture: 1,500. • Women receiving entrepreneurial support: 25,000. • Financial services access: 50%.

[43] World bank Global Findex Report 2021/2022

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Objective	Description	Key Results	2030 Targets
			• Jobs created: 2,500
Objective 1.3: Advance women's leadership and political representation	Addresses systematic exclusion of women from political decision-making and leadership positions across all governance levels, recognizing political under representation reflects and reinforces broader gender inequality while limiting the responsiveness of governance systems to women's needs and priorities.	• Political leadership development programs conducted • Girls' empowerment programs expanded, reaching five thousand girls cumulatively • Campaign support systems operational • Mentorship networks created connecting women holding political office with aspiring candidates • Advocacy platforms strengthened for increasing representation • Male champions network established • Legal and policy reforms advanced	• Women in national-level government leadership positions: 40% (from current 33%) • Women in local government leadership positions: 30% (from 11%) • Women in the Legislature following 2029 elections: measurable improvement from current 11% • Women trained for political leadership: 500 individuals • Girls completing leadership development : 5000 individuals • Traditional leadership structures with women representatives: 20% of chieftaincy and elder council positions
Objective 1.4: Increase access to education and digital literacy for women and vulnerable groups	Addresses persistent barriers that prevent women and girls from accessing education and acquiring digital skills essential for economic participation and social inclusion in contemporary Liberia. This includes provision of comprehensive reproductive health and hygiene support to girls	• Mentorship networks connecting educated and professionally successful women with girls and young women enhanced • Partnerships strengthened with the Ministry of Education ensuring coordination between MGCSP support programs • Hygiene product distribution systems established	• Vulnerable girls enrolled with support:5000 cumulatively • Female students receiving hygiene education and products: 5000 • Hygiene knowledge score: 80%
Objective 1.5: Advance Women, Peace and Security (WPS) agenda and human rights frameworks	Ensures Liberia's compliance with UNSCR 1325 and related resolutions through systematic implementation of the National Action Plan (NAP) while strengthening human rights-based legal frameworks protecting women and girls	• Legal frameworks addressing discrimination strengthened and enacted • Peace infrastructure operational in target counties • Justice and security sector capacitated on gender-sensitive approaches • NAP Secretariat fully functional with M&E systems • Women's participation in peacebuilding and decision-making increased • International reporting obligations met	• Legal frameworks reviewed and strengthened: 2 • Peace structures rehabilitated/established: 15 counties • Justice/security personnel trained: 500 • Women participating in peace processes: 200 • Development of the 3rd Generation of NAP implementation rate: 80% • Timely international reports submitted: 80% • Women representing Liberia internationally: 30

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6.2 Department of Children and Social Protection Strategic Objectives

The Department of Children and Social Protection addresses the rights and needs of society's most vulnerable through five strategic objectives that strengthen systems while delivering essential services.

Objective	Description	Key Results	2030 Targets
Objective 2.1: Strengthen child protection systems and services	Builds comprehensive approaches that prevent and respond to violence, abuse, exploitation, and neglect of children	• Harmonized case management system operationalized with continuity protocols for mobile populations • Professional social workforce deployed including mobile teams • Community-based child protection mechanisms are strengthened and established with climate-displacement response capacity • Coordination with disaster management established • Compulsory Birth registration for all children advocated for • Child labor reduction programs implemented • Child marriage reduction initiatives launched • Electronic case tracking established. • Support for children with special needs provided.	• Social workers deployed in counties: 200. • Cases tracked electronically: 100%. • Birth registration coverage: 95%. • Child marriage: Reduced. • Children with special needs supported: 500. • Child protection services coverage: 50,000 children • Communities with protection mechanisms: 300 • Response time to case within 48 hours • Service coverage in counties: 15 • Protection services accessible to displaced populations: 80% • Counties with climate-migration protection protocols: 15
Objective 2.2: Expand social protection coverage for vulnerable populations	Addresses economic vulnerabilities that undermine well-being and perpetuate intergenerational poverty, with shock-responsive mechanisms to protect gains during climate and economic crises.	• Social registry expanded with climate vulnerability indicators integrated into household profiling • Cash transfer program scaled with shock-responsive capacity including pre-positioned contingency funds and emergency enrolment procedures • Financial inclusion promoted • Payment systems operational	• Vulnerable group members receiving cash transfers: 16,000 • Climate-affected households receiving emergency transfers : 75% • Financial inclusion for vulnerable groups (women/PWDs): 75% • Social registry coverage: 450,000 households • Social registry with climate vulnerability data: 100%

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6.3 Department of Research, Policy and Planning Strategic Objectives

The Department of Research, Policy and Planning provides the evidence based strategic direction for MGCSP's work through four objectives that transform how the Ministry generates and uses knowledge.

Objective	Description	Key Results	2030 Targets
Objective 3.1: Establish evidence-based policy capacity	Addresses weaknesses in policy development and implementation planning	• Policy development framework operationalized • Stakeholder consultation regularized • Implementation plans costed and realistic. • Internal capacity developed • GBV data repository established • Sex/age-disaggregated data integrated	• Policies aligned with AAID Strategic Policy 22 priorities with funded implementation plans: 15 • Internal capacity for policy development: 60% • Stakeholder consultation participation: 80% • GBV data repository: operational • Sex/age-disaggregated data integration: 80% • Cabinet approval for frameworks: secured • Data quality score: 90%
Objective 3.2: Implement integrated monitoring, evaluation, and Learning systems	Creates foundation for evidence-based decision-making and accountability	• Real-time data collection functionalized • Excel GIMS established. • Digital M&E platform developed • Best practices documented • M&E staff certified • Feed MGCSP data into the National statistical system	• Programs using standardized M&E tools: 80%. • Real-time monitoring: achieved • Best practices documented: 500+ • M&E certified staff: 20+ • System availability: 70% • SDG compliance: 80% • Data submission timeliness: 75% • Data quality audits score: 70%
[44]Objective 3.3: Strengthen coordination and adaptive management	Ensures coherent, aligned efforts across Ministry	• Internal coordination mechanisms functional • External partnerships coordinated • Risk management institutionalized • Stakeholder engagement established • Data sharing frameworks developed	• Quarterly reviews enabling adaptations: implemented • Stakeholder satisfaction: 80% • Coordination forums: 4 per year • Data sharing agreements: 5 • Data utilization: 80% • MOUs signed: 5+ • Risk assessments conducted: 1 per year
Objective 3.4: Mainstream gender equality across government	Ensures that all government policies, programs, and budgets address gender inequality through systematic integration of gender analysis, stakeholder consultations, and	• Gender-responsive budgeting institutionalized • Sector-specific gender strategies operationalized. • Gender and Social Inclusion Units (GSIUs) staff capacitated	• Ministries implementing gender-responsive budgets: 15 • Ministries with functional GSIUs: 15 • New policies with gender impact assessments: 40% • Gender audit scores for government programs: 85%

[44] Note: Coordination and adaptive management is operationalized through multiple strategic goals: Goal 1.1 (internal coordination), Goal 2.2 (evidence-informed adaptation), and Goal 4.2 (external stakeholder coordination). See Table 9 for specific initiatives.

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Objective	Description	Key Results	2030 Targets
	accountability mechanisms.	• Gender Audit assessments mandatorily conducted • Gender Information Management System (GIMS) developed • Gender mainstreaming framework institutionalized	• Institution specific strategies developed : All MACs • Consultation of marginalized groups: 50% • International framework recommendations implemented: 60%
Objective 3.5: Diversify Funding Sources	Establishes systematic, professional resource mobilization pursuing multiple financing tracks simultaneously increased government allocation, expanded donor partnerships, innovative financing, and efficiency measures.	• Resource mobilization strategy printed and operationalized • Diversified funding sources developed and pursued • Government budget allocation increased • Sustainable financing mechanisms established	• Government budget: 1.0% of national budget • Annual resources mobilized:1M •
Objective 3.6: Strengthen partnership frameworks	Transforms partnerships from transactional relationships to developed strategic alliances on shared vision, mutual accountability, and coordinated action.	• Partnership frameworks operational • Private sector engagement deepened	• Functional partnership agreements: 15 • Partnership effectiveness rating: >85%
Objective 3.7 Build Local Implementation Capacity	Invests systematically in strengthening civil society infrastructure through diagnostic assessment, tailored technical assistance, learning networks, and quality assurance.	• CSO implementation capacity strengthened • Community-based organizations promoted to lead local implementation	• County structures and CSOs meeting capacity standards: 60

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6.4 Department of Administration Strategic Objectives

The Department of Administration provides the operational backbone that enables program departments to function effectively through four objectives that modernize systems and build capacity.

Objective	Description	Key Results	2030 Targets
Objective 4.1: Modernize institutional systems	Addresses critical weaknesses undermining performance	• MGCSP's Resource Planning (MRP) system implemented • Knowledge management systems established • Performance management operationalized • ICT infrastructure secured • Digital transformation achieved	• Staff with updated job descriptions: 100% • Budget execution rate: 90% • Composite institutional capacity index: 85% • Core processes digitized: 90% • Clean audit reports: achieved • System uptime:99% • Financial reporting errors:<5% • Staff engagement in KM:80%
Objective 4.2: Establish accountability and communication systems	Ensures effective and transparent resource utilization	• Grievance redress functional • IPSAS transition achieved. • Internal audit strengthened. • Public reporting established. • Community scorecards implemented	• Beneficiary awareness of services: 80% • Stakeholder satisfaction: 85% • Grievances resolved timely: 90% • IPSAS compliance: 100% • Staff trained on grievance procedures: 100% • Community scorecards in counties: 15 • Whistleblower reports: >10 per year
Objective 4.3: Achieve geographic and operational equity	Ensures equitable resource distribution nationwide	• County infrastructure upgraded (15 counties) • Staff redistributed per MGCSP Act 2013 • Standard operating kits deployed across all 15 counties • Logistics optimization achieved	• County offices fully operational: 15 • County-managed budget: 20% • Counties with renovated offices: 14 • County electricity access: 100% • Staff in counties: 40% • Quarterly supply deliveries on time: 100%
Objective 4.4: Build Institutional Competencies	Addresses critical capacity gaps affecting staff ability to fulfill responsibilities. It also establishes comprehensive, sequenced investment in human capital development across all staff categories.	• Comprehensive staff training programs operational • Performance management system functional • Career progression pathways established • Digital competency achieved across workforce	• Staff with completed performance appraisals: 100% • Staff passing digital competency assessments: 100% • Budget execution rate: 90% • Staff retention rate: >90%
Objective 4.5: Establish stakeholder engagement	Addresses fundamental accountability deficit and establishes accessible, safe mechanisms through which stakeholders can provide feedback, register grievances, access information, and receive responsive action.	• Grievance redress mechanisms functional nationwide • Data sharing frameworks operational • Community engagement systems established • Beneficiary feedback informing programming	• Grievance mechanisms in all 15 counties • 90% grievances resolved within 30 days • 80% satisfaction with resolution processes • Beneficiary awareness of services: 80%

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6.5 Cross-Cutting Strategies Objectives

The 5-year strategic plan will integrate three-cross cutting strategies across all departments and objectives to ensure coherent approaches to maximize impact as presented below:

Strategy	Description	Key Components	Expected Outcomes
Digital Transformation	Leverages technology to overcome constraints and improve efficiency	• Digital competency training for staff • Integrated database • Digital document management • Cybersecurity management • Digital literacy for beneficiaries	• Administrative cost reduction: 30% • Processes digitized: 90%. • System uptime: 99% • Staff passing digital competency tests: 100%. • Beneficiaries completing digital literacy: 10,000. • Post-training employment rate: 40% • Query response time: <10 seconds
County-Level Strengthening	Addresses capacity concentration in Monrovia through systematic decentralization	• Infrastructure upgrade • Standard operating kits • Staff redistribution • Field operations optimization • Progressive delegation	• Geographic equity: achieved. • Counties with standard kits: 15 • Staff satisfaction with logistics: 80% • Optimized routes planned: 100%. • County budget management: 20% • Rural-urban service parity: achieved
Partnership Optimization	Transforms relationships into strategic alliances for amplified impact	• CSO capacity building • Stakeholder engagement frameworks • Resource mobilization • Technical support facilitation • Community engagement training	• Duplication reduction: 50% • CSOs with enhanced capacity: 60 • People trained per CSO: 3 • Funding sources identified: 20 • Stakeholder forums: 4 per year • Partnership satisfaction: 80%
[45]Gender-Responsive Budgeting	Systematically influences government-wide resource allocation toward gender equality priorities through budget process integration	• GRB guidelines and tools development • Gender Budgeting Committee operations • Capacity building for 250 government officials • Mandatory gender budget statements • Annual Citizen's Guide to Gender Budget production • Integration with PFMA and audit protocols	• Ministries implementing GRB: 15 (100%) • National budget to gender programs: +40% from baseline • Gender budget statement compliance: 100% • Government officials trained in GRB: 250 • Policy adoption rate: 70% • Stakeholder perception of MGCSP policy credibility: 4.0/5.0 • Public awareness through Citizen's Guide distribution

[45] Note: Detailed implementation framework for Gender-Responsive Budgeting, including Gender Budgeting Committee structure, annual work plan, performance indicators, and sustainability mechanisms, is provided in Section 8.2.3.

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Table 9:Action Plan

Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
1. Institutional Transformation	1.1 Establish integrated operational systems.	• Develop and operationalize institutional knowledge management Systems	• Funding • System developers • Change management consultants. • External Training facilitators/Consultants • IT infrastructure	$220,000	• Functional KM system established (Yes/No) • Percentage improvement in institutional memory (measured by staff surveys, target: >70%) • Adoption rate of knowledge sharing culture (measured by repository usage statistics, target: >80% staff engagement) • Number of knowledge sharing events held (target: at least 4 per year) • User satisfaction with KM effectiveness (survey score, target: >75%)	• Minister • Deputy Minister for Policy, Research, and Planning • Admin Dept • HR Division • Budget and Finance Division • IT Unit • M&E Division • Internal Auditor • Program, Partnership& Resource Mobilization Division	• World Bank/LWEP • African Development Bank • Civil Service Agency • External Consultants • Vitol Foundation • Mastercard Foundation • Mortenson Family Foundation • IKEA Foundation • General Services Agency • UN Women	Jan 2026	June 2027
		• Refurbish and equip Resource Centre for Research and Statistics Division	• Funding • Construction/ Rehabilitation contractors • Furniture and shelving systems • ICT equipment (computers, printers, scanner) • Cloud control systems • Document storage systems	$150,000	• Resource Centre refurbished and operational (Yes/No) • Secure document storage capacity: 10,000+ documents • ICT workstations established: 10 • Cloud control functional (Yes/No) • User satisfaction rating: >80% • Documents digitized	• Minister • Deputy Minister for Research, Policy, and Planning • Research and Statistics Division • IT Division • Procurement Division • Admin Department	• World Bank/LWEP • UN Women • LISGIS • General Services Agency • Ministry of Public Works	Jan 2026	Dec 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			• Reading area furnishing • Network connectivity • Security systems		and catalogued: 5,000 • Monthly users: 50+ staff and researchers • Knowledge sharing events hosted: 12/year				

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		• Provide Digital Document Management and Information Systems training	• Funding • Training venue and logistics • IT infrastructure • Internal MIS expert	$50,000	• Efficiency in document management (measured by retrieval time, target: <5 minutes) • Establishment of digital archives (Yes/No) • Improvement in retrieval processes (measured by user satisfaction surveys, target: >80%) • Percentage of documents digitized (target: 100%) • Document loss incidents (target: 0)	• Minister • Deputy Minister for Administration • Program, Partnership& Resource Mobilization Division • Budget & Finance Division • IT Unit • M&E Division • Procurement Division • Internal Auditor	• World Bank/LWEP • African Development Bank • Civil Service Agency • External MIS Experts • UN Women	Jan 2026	Dec 2030
		• Establish an M&E Centre of Excellence and Institutional Learning Framework	• External M&E training Specialist /firm • Training facilities and equipment • Curriculum development and update Support • Certification Administration	$165,000	• Efficient document management achieved (Yes/No) • Digital archives established (Yes/No) • Improvement in retrieval processes (measured by user feedback, target: >85%) • Number of certified	• Minister • Deputy Minister for Policy, Research, and Planning • Program, Partnership& Resource Mobilization Division • M&E Division	• World Bank/LWEP • African Development Bank • Civil Service Agency • External MIS Experts • UN Women	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			Systems		M&E staff (target: at least 20) • External recognition of M&E excellence (measured by national forum participation, target: leadership role)	• Procurement Division • Internal Auditor			
	1.2 Improve Infrastructure and staff geographical equity.	• Provide Field Operations and Logistics Optimization Training	• Funding • Training venue and logistics • Operations and logistics expert	$65,000	• Number of optimized routes planned (target: 100%) • Staff satisfaction with logistics (survey score, target: >80%)	• Minister • Deputy Minister for Administration • Program, Partnership& Resource Mobilization Division • HR Division	• County Authorities • General Services Agency	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
						• County Coordinators • M&E Division • Procurement Division • Internal Auditor			
		• Upgrade county office infrastructure (15 counties in 4 phases)	• Funding • Infrastructure upgrade contractors	$3,000,000	• Number of counties with renovated or newly constructed office facilities (Target 14) • Percentage of county offices with consistent electricity access (Target 100%) • Completion rate of prioritized repair works across counties • (Target 100%)	• Minister • Deputy Minister for Administration • Program, Partnership& Resource Mobilization Division • Budget & Finance Division • M&E Division • Procurement Division • Internal Auditor	• World Bank • GOL • Ministry of Public Works • General Services Agency • UN Women	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		• Staff redistribution and recruitment	• HR Division • County Coordinators • Minister Responsible • Budget & Finance Division	$500,000	• Compliance with the MGCSP Act of 2013: (Yes/No)	• Minister • Deputy Minister for administration • Program, Partnership& Resource Mobilization Division • HR Division • Budget & Finance Division • Internal Auditor • Civil Service Agency (CSA)	• World Bank • AfDB • Civil Service Agency • Vitol Foundation • Mastercard Foundation • Mortenson Family Foundation • IKEA Foundation • UN Women	Jan 2026	Dec 2028
	1.3 Build institutional competencies	• Establish and streamline Institutional Structure and Role Definition Framework	• Funding • External Institutional Development Expert • External Training facilitators/Consultants • Performance tools	$100,000	• Establishment of clear organizational structure (Yes/No) • Job description coverage (100%) • Improvement in coordination (measured by staff surveys, target: >80% satisfaction) • Number of staff trained on roles (target: 100%) • Change in role conflicts (measured by documentation, target: 50% reduction)	• Minister • Deputy Minister for Administration • Program, Partnership& Resource Mobilization Division • HR Division • All Divisional Heads • M&E Division	• World Bank/LWEP • AfDB • Vitol Foundation • Mastercard Foundation • Mortenson Family Foundation • IKEA Foundation • Civil Service Agency • External Consultants • Training Institutions • Governance Commission	Jan 2026	Dec 2028

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			• Resources		management (measured by efficiency metrics, target: 30%) • Training Materials and Enhancement in remote collaboration (measured by tool usage, target: >80%) • Number of staff trained (target: 100%) • Productivity changes (measured by surveys, target: >25%)	Mobilization Division • HR Division • Procurement Unit • Internal Auditor • M&E division			

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		• Provide Peer Learning and Knowledge Transfer training for targeted staff	• Funding • External facilitators/Consultants • Venue and logistics • Training Materials and Resources	$35,000	• Establishment of active mentorship program (Yes/No) • Improvement in knowledge retention (measured by assessments, target: >70%) • Capacity transfer achieved (measured by peer evaluations, target: >80%) • Number of peer learning sessions (target: at least 10) • Staff satisfaction with program (survey score, target: >75%)	• Deputy Minister for Administration • Program, Partnership& Resource Mobilization Division • HR Division • M&E division	• World Bank/LWEP • Civil Service Agency • External Consultants	Jan 2026	Jun 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		• Establish and implement a Performance Management System Operationalization Program	• Funding • External Training facilitators/Consultant • Venue and logistics • Training Materials • Printing and dissemination of PMS Manual • Database or filing system for performance records • Budget for recognition and reward linked to performance	$185,000	• Functional PMS across Ministry (Yes/No) • Compliance rate across mechanisms (target: 100%) • Establishment of performance-based culture (measured by surveys, target: >80%) • Number of staff evaluations completed (target: 100%) • Satisfaction with PMS (survey score, target: >75%)	• Minister • Deputy Minister for Administration • Program, Partnership& Resource Mobilization Division • HR Division • M&E division • Procurement Division	• GOL • World Bank/LWEP • AfDB • Civil Service Agency • External Consultants • UN Women	Jan 2026	June 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
2. Policy Excellence	2.1 Build research and analytical capacity	• Implement an Advanced Monitoring, Evaluation and Analytics Program including a centralized GBV data repository and integrate sex/age-disaggregated data in national Health Information System	• Funding • Data Analytics Experts/Firm • Integration specialists • Training facilitators • Computers • Statistical software • Cloud Infrastructure for dashboard hosting • Reference Materials and On-line resources • Real Data Sets for practical exercises • Dashboard development	$223,000	• Establishment of functional Excel GIMS(Yes/No) • Centralized GBV repository operational (Yes/No) • 100% sex/age-disaggregated data integration (Yes/No) • Data quality score >90% • Real-time data availability (Yes/No) • Improvement in gender data management (measured by data quality audits, target: >90%) • Development of data visualization capability (measured by dashboard usage,	• Minister • Deputy Minister for Research, Policy, and Planning • M&E Division • IT Division	• Universities • Research institutions • LISGIS • IKEA Foundation • Mortenson Family Foundation • CSOs • Civil Service Agency • Ministry of Health • UN Women • UNFPA • The World Bank • African Development Bank (AFDB) • Swedish Embassy	Jan 2026	Dec 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
					target: >80%) • Number of advanced analyses conducted (target: at least 10) • User feedback on analytics effectiveness (target: >85%)				

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
	2.3 Develop and implement communication Strategy	• Organize a Policy Communication and Social Behaviour Change Program	• Funding • Policy development consultants/facilitators • Communication Experts • Communication platforms • Training venue • Materials and job aides • Multimedia equipment • Translation and graphic designs services	$50,000	• Improvement in policy communication (measured by citizen engagement, target: >70%) • Integration of behaviour change principles (Yes/No) • Use of local languages and visuals (target: 100%) • Functioning feedback mechanisms (measured by response logs, target: >90% responses) • Reach of engagement sessions (target: at least 500 participants)	• Minister • Deputy Minister for Research, Policy, and Planning • Policy and Planning Division • M&E Division • Communication Division • Finance Division • Procurement Unit • Internal Auditor	• World Bank • CSOs • Program related ministries and Agencies. • Local Media houses • Talking Drum Studio • Swedish Embassy	Jan 2026	Dec 2028

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		• Institutionalize Gender Mainstreaming and Social Inclusion Policy Framework	• Funding • Gender Experts • Training Materials adopted to Ministry`s context • Gender Analysis tools and templates	$135,000	• Achievement of gender-integrated programming (Yes/No) • Development of inclusive policies (measured by gender analyses, target: 100%) • Improvement in gender data (measured by disaggregation, target: 100%) • Consultation participation of marginalized groups (target: >50%) • Gender audit scores (target: >85%)	• Gender Division • M&E Division • Procurement Unit • Communication Division • Internal Auditor • GSIUs • Finance Division	• World Bank/LWEP • Vitol Foundation • Mastercard Foundation • Mortenson Family Foundation • IKEA Foundation • Roy A Hunt Foundation • Visa Foundation • CSOs • Swedish Embassy	Jan 2026	Dec 2028
	2.4 Implement WPS National Action Plan	• Strengthen legal frameworks preventing conflict-related violence and ensuring women's	• Funding • Legal document drafting experts • Human rights specialists • Community	$300,000	• Number of legal frameworks enacted (Target: 5) • Number of government officials with enhanced knowledge and skills to	• Minister • Deputy Minister for Research, Policy, and Planning • Human Rights Division	• UN Women (WPS technical leadership) • Swedish Embassy • Parliament • Ministry of Justice • SGBV Inter-Agency	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		participation in peace processes	mobilizers • Traditional leader engagement coordinators • Training venues and materials		develop, amend and implement legislation (Target: 250) • Number of gender-sensitive legislations, policies, strategies (Target: 3) • Number of key informal decision makers with capacities to advocate for gender equitable social norms and conflict prevention (Target: 200)	• Legal Division • M&E Division • Procurement Division	Task Force • Women's Legislative Caucus • Law Reform Commission • Governance Commission • Association of Female Liberian Lawyers (AFELL) • National Security Council		
		• Support qualified women leaders to participate in African Union and ECOWAS Women, Peace and Security conferences and knowledge exchanges	• Funding • Travel costs (airfare, accommodation, per diem) • Conference registration fees • Pre-participation training facilitators • WPS framework orientation materials • Post-participation workshop venues • Coordination meetings with Ministry of Foreign Affairs	$100,000	• Number of women representing Liberia at regional (AU/ECOWAS) WPS meetings and conferences (Target: 30 participants in 10+ regional engagements) • Number of knowledge-sharing sessions conducted following regional participation (Target: 10) • Coordination meetings held with Ministry of Foreign Affairs (Target: Quarterly coordination)	• Minister • Deputy Minister for Research, Policy, and Planning • Human Rights Division (Lead Coordinator) • Program, Partnership & Resource Mobilization Division • M&E Division	• Ministry of Foreign Affairs • Governance Commission • Women NGO Secretariat of Liberia (WONGOSOL) • Federation of Liberian Youth (FLY) • Women leaders and rights advocates • UN Women • African Union Liaison Office • ECOWAS Gender Development Centre	Jan 2027	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
3. Comprehensive Service Delivery	3.1 Expand GBV prevention and response	• Establish Protection Infrastructure such as Safe Homes including SGBV Treatment Centers providing 95% medical care within 48 hours	• Funding • Construction expertise with Protection facility experience • Building contractors and construction materials for 15 counties • Furniture and equipment for effective operations • Staff salaries for Safe Home Management • Operating Budget for utilities and maintenance • Security installations and procedure • Medical personnel • Treatment center facility • Medical supplies • Referral system setup • Ambulance services	$6,350,000	• Establishment of operational safe homes (Yes/No) • Improvement in infrastructure (measured by assessments, target: >90% compliance) • Enhancement in service capacity (measured by utilization rates, target: >80%) • Number of beneficiaries served (target: at least 500) • Beneficiary satisfaction (survey score, target: >85%) • Number of counties with functional GBV referral pathways established (Target: 15). • Average recorded Intimate Partner Violence (IPV) (Target: reduced to 20%) • Number of service providers trained (Target: 1500) • SGBV Treatment Centers (Target: 15 counties) • Percentage of survivors receiving care within 48 hours (Target: 95%) • Percentage reduction in	• Minister • Deputy Minister for Gender • Gender Department • Child Protection and Development Division • M&E Division • Procurement Division	• World Bank • AfDB • Ministry of Public Works • Vitol Foundation • Mastercard Foundation • Mortenson Family Foundation • IKEA Foundation • Roy A Hunt Foundation • Visa Foundation • CSOs • UNFPA • National Police Service • Ministry of Justice • General Services Agency	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
					overall GBV (Target: 10%) • Counties with mobile protection teams (Target: 15) • Displaced populations accessing protection services (Target: 80%) • Cases transferred between counties (Target: 100% continuity)				
		• Develop and implement GBV Survivor Empowerment Package Program	• Funding • Economic empowerment specialists • Psychosocial support counsellors • Legal aid providers • Skills training facilitators • Microfinance partnerships • Safe accommodation facilities	$1,000,000	• Number of GBV survivors receiving empowerment packages (Target: 15,000) • Percentage of survivors achieving economic independence (Target: 60%) • Survivor satisfaction with support services (Target: 85%) • Reduction in repeat victimization (Target: 70% reduction)	• Minister • Deputy Minister for Gender • Gender Department • GBV Division • M&E Division	• UN Women • UNFPA • Microfinance institutions • CSOs specializing in GBV • Ministry of Justice	Jan 2026	Dec 2030
		• Implement comprehensive SGBV reduction program through SASA community mobilization approach	• Funding • Behaviour change specialist trained in SASA approach • Community mobilizers • Media campaign developers • Traditional leader	$ 500,000	• Percentage reduction in SGBV incidence (Target: 50%) • Number of communities with active SASA prevention programs (Target: 600) • Number of men and boys engaged as allies	• Minister • Deputy Minister for Gender • Gender Department • County Coordinators • M&E Division	• UN Women (SASA technical leadership and training and trainers) • World Bank • AfDB • UN Women • Traditional leaders • Faith-based	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			engagement facilitators • School-based program coordinators		(Target: 50,000) • Changes in social norm indicators (Target: measurable shift in acceptance) • Percentage reduction in intimate partner violence (20%)		organizations • Media houses • Ministry of Education		
	3.2 Strengthen child protection systems.	• Case Management and Psychosocial Service Delivery training program	• Funding • Venue and logistics • External facilitators/consultants • Training Materials and Resources	$130,000	• Change in children in family-based care (85% increase). • Number of social workers deployed to 15 counties (Target: 200). • Change in birth registration (Target: 95% increase). • Establishment of Electronic case tracking system (Target: Yes). • Number of communities nationwide with Child Protection mechanisms (Target: 300)	• Minister • Deputy Minister Children and Social Protection • Children Protection and Development Division • M&E Division • Procurement Division • Internal Auditor • Budget and Finance Division	• World Bank • Mortenson Family Foundation • UNICEF • UNFPA • CSOs	Jan 2026	June 2027
		• Integrated Service Delivery and Case Management Excellence training	• Funding • Venue and logistics • External facilitators/consultants • Training Materials and Resources	$144,000	• Achievement of Integrated service delivery (Yes/No) • Improvement in beneficiary outcomes (measured by feedback, target: >85%) • Establishment of cross-sector collaboration (measured by joint initiatives, target: at	• Deputy Minister for Children and Social Protection • Gender Based Violence Division • Procurement Division • M&E Division • Internal Auditor	• Mastercard Foundation • Mortenson Family Foundation • IKEA Foundation • Roy A Hunt Foundation • Visa Foundation • CSOs • UNFPA	Jan 2026	Jun 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
					least 5) • Number of staff trained in integrated approaches (target: 100%) • Change in service gaps (target: 40% reduction)				
		• Crisis Management and Emergency Response Capability training	• Funding • Venue and logistics • External facilitators/consultants • Training Materials and Resources	$85,000	• Enhancement in emergency response (Yes/No) • Development of crisis management capacity (measured by protocols, target: 100%) • Achievement of rapid intervention achieved (measured by response time, target: <24 hours) • Number of crises handled (target: at least 10 simulations) • Safety assessment completion rate (target: 100%)	• Department for Children and Social Protection • Department for Gender • Procurement Division • M&E Division • Internal Audit	• World Bank • Mortenson Family Foundation • UNICEF • CSOs • Civil Service Agency	Jan 2026	Dec 2030
		• Expand child protection services to achieve nationwide coverage	• Funding • Child protection officers • Service infrastructure • Case management systems • Portable case management technology • Transportation and logistics	$500,000	• Counties with comprehensive child protection services (Target: 15) • Children accessing protection services (Target: 200,000) • Response time to child protection cases (Target: <48 hours) • Service satisfaction rate (Target: 85%)	• Minister • Deputy Minister for Children and Social Protection • CSP Department • County Coordinators • M&E Division	• UNICEF • Save the Children • Plan International • County authorities	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			• Community mobilization						
		• Support program for children with special needs	• Special needs educators • Required Assistive devices • Therapeutic equipment • Specialized facilities	2,200,000	• Number of children with special needs supported (Target: 1500) • Number of counties having service coverage (Target: 15) • Parent satisfaction rate (Target: 90%) • Improved learning outcomes (Target: 60%)	• Minister • Deputy Minister for Children and Social Protection • CSP Department • Special Needs Unit • M&E	• GoL • Ministry of Finance and Development Planning • World Bank • AfDB • Ministry of Education • UNICEF • Disability organizations	Jan 2026	Dec 2030
		• Design, facilitate and Implement a comprehensive child labour reduction program	• Funding • Rehabilitation centers • Education reintegration support • Family economic strengthening • Awareness campaigns	$3,000,000	• Children withdrawn from labor (Target: 10,000) • Children reintegrated into schools (Target: 8,000) • Families receiving economic support (Target: 5,000)	• Minister • Deputy Minister for Children and Social Protection • CSP Department • Ministry of Labor • M&E Division	• ILO • UNICEF • Ministry of Labor • Ministry of Education • CSOs	Jan 2026	Dec 2030
		• End child marriage through prevention and response programs	• Funding • Community mobilizers • Traditional leader engagement • Legal support services • Safe spaces for girls • Economic alternatives for	$1,800,000	• Reduction in child marriage rates (Target: 100% elimination) • Communities with zero child marriages (Target: 500) • Girls at risk provided alternatives (Target: 5,000) • Prosecutions for child marriage (Target: as	• Minister • Deputy Minister for Children and Social Protection • CSP Department • Gender Department • County Coordinators	• UNFPA • Girls Not Brides • Traditional leaders • Ministry of Justice • Faith organizations	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			families		needed)				
	3.3 Scale social protection programs.	• Develop and operationalize a Gender Information Management System	• Funding • Gender Data Management Experts • Excel Programmer for Template Development • Computers • Internet • Development and Printing of Manuals	$195,000	• Establishment of functional Excel GIMS (Yes/No) • Improvement in gender data management (measured by audits, target: >90%) • Development of data visualization capability (measured by dashboards, target: 100%) • Improvements in data quality (target: >85%) • User feedback on system (target: >80%)	• Minister • Deputy Minister for Children and Social Protection • Gender Department • M&E Division • Procurement Division • Internal Auditor	• World Bank/LWEP • UN Women • UNFPA • UNICEF • The REALISE Project • CSOs	Jan 2026	June 2027
		• Expand cash transfer program to vulnerable group members and promote financial inclusion	• Funding • Financial Service Provider (FSP) partnerships • Mobile money platforms • Financial literacy trainers • Targeting systems • Displacement tracking systems • Coordination protocols • Emergency communication systems • Maintenance frameworks	$8,200,000	• Vulnerable members receiving transfers (Target: 16,000) • Financial inclusion level of women, PWDs, vulnerable (Target: 75%) • Beneficiary satisfaction (Target: 90%) • Payment efficiency (Target: >95%) • (Target: 100%)	• Assistant Minister for Children and Social Protection • CSP Department • Social Protection Division • County Coordinators • M&E Division	• The World Bank • AFDB • GoL • Ministry of Finance and Development Planning • Central Bank • Mobile operators • Microfinance institutions	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time

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	3.4Enhance women, and vulnerable group economic empowerment	• Women-led enterprises supported through grants. • Fund for Women Agribusiness Incubation Program (Incorporating cooperatives and individual enterprises)	• Funding • Financial partners • Market facilitators • Legal support	$25,000,000	• Establishment of Women Philanthropic Seed Fund Capital (Target: Yes/No). • Number of women cooperatives established (Target: 50) • Number of individual women businesses established with seed capital (Target:450). • Seed capital allocation (target: $150,000 for cooperatives; ≤ $ 40,000 for individual enterprises) • Selection of International Fund Manager with impact fund management and BDS experience (Yes/No)	• Minister • Deputy Minister for Gender • County Coordinators • Gender Department • M&E Division • Procurement Division	• Ministry of Finance and Development Planning • Ministry of Commerce and Industry • Ministry of Agriculture • Cooperative Development Agency • World Bank • AfDB • IFAD • Swedish Development Cooperation • Mastercard Foundation • Visa Foundation • International Fund Manager • UN Women	Jan 2026	Jun 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		• Build capacity of women in climate smart agriculture	• Funding • Climate adaptation facilitators • Certification	$ 300,000	• Number of women trained in climate –smart agriculture (Target: 1,500) • Climate adaptation measures integrated (Target: 100%)	• Minister • Deputy Minister for Gender • Gender Department • M&E Division	• Ministry of Information, Culture and Tourism • Environmental Protection Agency • Conservation organizations • Tourism associations • Conservation International • UNDP		

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
	3.5: Increase access to leadership, and digital literacy for women and vulnerable groups	• Promote Women's Leadership and Political Representation	• Funding • Leadership training facilitators • Mentorship coordinators • Safe transportation arrangements • Venue and logistics • Campaign support systems. • Media engagement • Advocacy materials	$1,200,000	• Women in government leadership positions (Target:30%) • Number of girls completing leadership training (Target: 5,000) • Women in educational leadership (Target: +30%) • Parliamentary representation improved (Target: Yes or No) • Women trained for leadership (Target: 500)	• Minister • Deputy Minister for Gender • Gender Department • County Coordinators • M&E Division	• World Bank • AfDB • Ministry of Education • Ministry of Youth and Sports • UNICEF • UN Women • NDI • Political parties • Women's caucuses	Jan 2026	Dec 2030
		• Increase school enrolment support for vulnerable girls	• Funding • School fee subsidies • Uniforms and Supplies • Menstrual hygiene products • Transportation support • Tutorial support programs	$3,000,000	• Number of vulnerable girls enrolled with support (Target: 5,000) • School retention rate (Target: 90%) • Grade progression rate (Target: 85%) • Secondary completion rate (Target: 70%)	• Minister • Deputy Minister for Children and Social Protection • CSP Department • County Education Officers • M&E Division	• World Bank • AfDB • Ministry of Education • UNICEF • Education-focused NGOs • Parent-Teacher Associations	Jan 2026	Dec 2030

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		• Implement comprehensive digital literacy training for women and vulnerable groups	• Funding • Digital literacy trainers • Computer equipment and tablets • Internet connectivity • Training venues • Curriculum	$1,800,000	• Percentage of target group completing digital literacy training (Target: 80%) • Number of individuals trained (Target: 10,000) • Post-training employment rate (Target: 40%) • Digital skill application	• Minister • Deputy Minister for Gender • Gender Department • IT Division • County Coordinators	• World Bank • AfDB • Mastercard Foundation • Liberia Telecommunications Authority • Orange Liberia • Lonestar MTN • Technology	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			development • Certification		rate (Target: 70%)		companies • Vocational schools		
		• Promote safe menstrual hygiene and provide hygiene products for female students	• Funding • Training facilitators • Hygiene educators • Sanitary products • Distribution systems • School coordinators	$1,000,000	• Female students reached (Target: 300,000) • School attendance improved (Target: >15%) • Hygiene knowledge score >80%	• Deputy Minister for Gender • M&E Division • Gender Department	• World Bank • AfDB • UNICEF • WaterAid • Ministry of Health • Environmental Protection Agency • Ministry of Education • UNICEF • Population Services International (PSI) • School PTAs	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
4. Strategic Partnerships and Resource Mobilization	4.1 Diversify funding sources	• Develop and implement a Foundation Resource Mobilization and Donor Engagement Program	• Funding • Venue and logistics • External resource mobilization Expert with proven fund-raising track record • Professional fund-raising Proposal Writers • Training materials and logistics	$10,000	• Development of basic resource mobilization capacity (Yes/No) • Improvement in the quality of proposals (measured by success rates, target: >50%) • Establishment of donor database (Yes/No) • Number of proposals submitted (target: at least 10) • Funds mobilized (target: >$500,000)	• Minister • Deputy Minister for Research, Policy, and Planning • Program Partnership & Resource Mobilization Division • M&E Division • Procurement Division • Internal Audit	• Small Foundation • Dovetail Impact Foundation • Mastercard Foundation • The World Bank • AfDB • Civil society organizations • Bilateral donors • Parliament	Jan 2026	Jun 2027
	4.2 Strengthen partnership frameworks	• Establish and implement Stakeholder Engagement and Coordination Mechanisms	• Funding • Resource Mobilization Stakeholder Engagement Expert Facilitation support for mapping exercises and forums	$10,000	• Improvement in stakeholder relations (measured by surveys, target: >80%) • Establishment of systematic engagement (Yes/No) Achievement of better coordination (measured by forum records, target: at least 4 forums/year)	• Minister • All Deputy Ministers • All Departments • Program Partnership & Resource Mobilization Division	• UN Agencies • CSOs • Ministry of Finance & Economic Planning • Ministry of Internal Affairs • Ministry of Justice • Liberia National Police	Jan 2026	Jun 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		•	• Venue and logistics for stakeholder meetings		• Resources mobilized through partnerships (target: >$200,000) • Number of MOUs signed (target: at least 5)	• Internal Audit • Procurement Division • M&E Division			

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
						• County Coordinators			
		• Provide Community Engagement and Cultural Responsiveness Training	• Funding • Community Engagement consultant • Venue and logistics • Training materials	$ 95,000	• Community outreach skills of field staff developed (Yes/No)	• Minister • M&E Division • County Coordinators	• The World Bank/LWEP • AfDB • CSOs	Jan 2026	Dec 2030
5. Accountability and Legitimacy	5.1 Establish stakeholder engagement	• Strengthen and harmonize Grievance Redress and Feedback System (GRFS) across all counties building on existing mechanisms	• Funding • Grievance Mechanism Expert/Firm • Communication materials for awareness campaign • Expansion of existing phone lines and establishment of additional hotlines for counties without coverage • Enhancement of database or registers for tracking grievances with integration of county level systems • Transportation for investigation and follow ups	$165,000	• Functional grievance system operational in all counties (Yes/No) • Percentage of grievances resolved timely (Target: 90%) • Percentage of staff trained on grievance procedures (Target 100%) • Proportion of complaints received and processed through formal mechanisms (Target 100%)	• Minister • All Deputy Ministers • County Coordinators • HR and Administration • Procurement Division • M&E Division • Internal Auditor	• Civil Service Agency • The World Bank • AfDB • Mastercard Foundation	Jan 2026	Dec 2028
		• Strengthen and formalize data Sharing and	• Funding • Data Management Expert/Firm	$120,000	• Improvement in data sharing (measured by usage logs, target:	• Minister • HR and Administration	• Civil Service Agency • The World Bank • UN Women	Jan 2026	Dec 2028

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		Utilization Framework building on existing informal collaboration	• IT developers for repository creation • Server Infrastructure or Cloud Services • Training facilitators for standardize protocols • Legal support for data protection compliance • Technical support for repository integration		>80%) • Enhancement in utilization (measured by decision documents, target: 100%) • Improvement of stakeholder access (measured by feedback, target: >85%) • Number of formalized data sharing agreements (target: at least 5) • Data utilization forums held (target: 4/year)	• Procurement Division • M&E Division Internal Auditor	• AfDB • Mastercard Foundation • Stakeholder Ministries		
		• Community Discrimination Reduction Program	• Community facilitators • Awareness materials • Monitoring systems • Traditional leader engagement • Media campaigns	300,000	• Reduction in discrimination cases (Target:20%) • Community awareness (Target >80%) • Number of counties with Reporting mechanisms in (Target: 15) • Response time (Target <72 hours)	• All Departments • County Coordinators • Human Rights Division • M&E • Internal Audit	• World Bank • AfDB • OHCHR • National Human Rights Commission • CSOs • Media houses	Jan 2025	Dec 2029
	5.2 Implement transparency systems	• Develop an Integrated Financial Management Systems and Procedures Program	• Funding • Experienced financial management trainer • IFMIS training environment • Quick books software licenses	$170,000	• Establishment of Public Reporting Framework (Target: Yes). • Production of Audit reports (Target: Yes) • Number of counties with community scorecards implemented (Target:	• Minister • Deputy Minister for Administration • External Consultants/firm • Budget and Finance Division • County Coordinators	• World Bank • AfDB • Comptroller and Accountant General Office • Ministry of Finance and Development Planning	Jan 2026	Jun 2027

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			• Financial data sets for practical exercise • Venue with computer facilities for hands on training • Printed materials including manuals, templates and reference guides • Budget for country level training delivery		15) • Open data platforms established (Target: Yes).	• M&E Division • Procurement Division			

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		• Organize Fundamental Procurement and Logistics Competency training Program	• Funding • Qualified procurement specialist certified by PPCC or equivalent international certification • Training venue with computer facilities • Current PPCC regulations and	$145,000	• Improvement in procurement efficiency (measured by timelines, target: >90%) • PPCC compliance achieved (measured by audits, target: 100%) • Better documentation (measured by file reviews, target: 100%) • Vendor feedback (target: >85%) • Cost savings from	• Minister • Deputy Minister for Administration • External Consultants/firm • Procurement Division • County Coordinators • M&E Division • Internal Auditor • Budget & Finance Division	• World Bank/LWEP • AfDB • Public Procurement and Concessions Commission (PPCC)	Jan 2026	June 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			guidelines for reference • Sample procurement documents and templates for exercise • Budget for printing materials and reference guides		procurement (target: 10%)				
		• Operationalize Gender Budgeting Committee (GBC) and implement gender-responsive budgeting (GRB) across government	• Committee secretariat operations set up resources • GRB training facilitators and materials • Budget assessment	$450,000	• Gender Budgeting Committee meetings held annually (Target: 4) • Ministries meeting GRB standards (Target: 15) • Government officials trained in GRB (Target: 250)	• Minister • Deputy Minister for Research, Policy, and Planning • Policy and Planning Division • M&E Division • Ministry of Finance	• Ministry of Finance and Development Planning • UN Women • World Bank • AfDB • Women NGO Secretariat	Jan 2026	Dec 2030

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
		agencies and ministries	tools and templates • Citizen's Guide production (design, printing, translation, dissemination) • Stakeholder consultation venues • Civil society capacity building experts • Technical assistance for ministries • Monitoring and evaluation systems		• Citizen's Guide produced annually (Target: Yes) • Committee recommendations incorporated into budgets (Target: 60%) • Proportion of budget allocated to gender-specific programs (Target: +40% from baseline)	and Development Planning (co-chair)	• Civil society organizations • Line ministries • Parliament		
	5.3 Document and communicate impact	• Implement a Foundational Monitoring and Evaluation Competency Program	• Funding • Training venues in Monrovia and County Centers • Computers and software for data analysis training • Printed Materials including manuals, tools and templates • Transportation and accommodation for County Level training • Internet connectivity for online training	$240,000	• Strengthened M&E capacity (measured by assessments, target: >85%) • Improved data quality (measured by audits, target: >90%) • Standardized processes established (Yes/No) • Improvement in the quality of monthly reports (target: 100% timeliness) • Management use of M&E findings (target: 100%)	• Minister • Deputy Minister for Research, Policy, and Planning • M&E Division • Procurement Division • County Coordinators	• World Bank/LWEP • AfDB • International M&E consultants/Firm	Jan 2026	Jun 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			component						
		• Integrate Ministry's MIS with National Statistical System Integration and SDG Reporting	• Funding • International Statical or M&E experts/firm for harmonization and integration • IT support for system interoperability development • Data Quality Assurance tools and procedures • Training on statical standards and methods • Coordinator support for integration process • Communication materials for integrated statistics	$85,000	• National data integration achieved (Yes/No) • Improvement in statistical reporting (measured by submissions, target: 100%) • SDG compliance (measured by indicators included target: 100%) • Data submission logs (target: 100% on time) • Quality assessments (target: >95%)	• Minister • Deputy Minister for Research, Policy, and Planning • M&E Division • Procurement Division	• Ministry of Finance and Development Planning • LIGIS • UN Agencies • World Bank • AfDB • International M&E consultants/Firm	Jan 2026	Dec 2030
		• Establish a Data Quality Assurance and Collection Systems Program	• Funding • International data quality expert with experience in health and social sector programs • Training venue with connectivity for mobile platform testing • Android tablet of smartphones for	$150,000	• Improvement in data quality (measured by audits, target: >90%) • Standardized collection achieved (Yes/No) • Mobile capability tested (Yes/No) • Changes in error rate (target: 50% reduction) • Submission rates (target: 100%)	• Minister • Deputy Minister for Research, Policy, and Planning • M&E Division • Procurement Division	• LIGIS • World Bank • AfDB • Technology partners • County Coordinators • International M&E consultants/Firm	Jan 2026	Jun 2027

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			pilot Counties • Mobile data platform licenses and set-up support • Printed tools and templates for non-digital context • Transportation for field supervision and support						
		• Develop a Digital M&E Platform	• Funding • Server infrastructure or cloud hosting services • Mobile services for field data collection • Internet connectivity improvement for remote areas • Comprehensive training materials and support • Continuous maintenance and support budget	$280,000	• Integrated digital M&E system established (Yes/No) • Real-time monitoring achieved (measured by timestamps, target: 100%) • Automated reporting functional (Yes/No) • System availability (target: 99%) • User feedback (target: >85%)	• Minister • Deputy Minister for Research, Policy, and Planning • M&E Division • Procurement Division	• LIGIS • World Bank • AfDB • Technology partners • County Coordinators • International M&E consultants/Firm	Jan 2026	Dec 2028
		• Develop an Integrated Database and Information Management Systems	• Funding • Database developers and administrators/firm with experience in government systems • Server	$165,000	• Centralized data systems established (Yes/No) • Improvement in data management (measured by performance logs, target: >90%) • Integrated databases	• Minister • Deputy Minister for Research, Policy, and Planning • ICT Division • M&E Division • Procurement Division	• LIGIS • World Bank • AfDB • Technology partners • County Coordinators • International M&E consultants/Firm	Jan 2026	Dec 2028

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Strategic Goal	Objective(s)	Key Initiatives	Resources Required	Estimated Cost (US $)	Key Performance Indicators (KPIs)	Responsibility	Potential Partners	Start Time	End Time
			infrastructure or cloud services for database hosting • Database Management, software licenses and development tools • Training venue and facilities with computers for hands on practice • Data migration tools and quality assurance support • Continuous technical support and maintenance budget		achieved (Yes/No) • Query response times (target: <10 seconds) • User satisfaction (target: >80%)				

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7. Strategic Linkages

7.1 Alignment with National Development Frameworks

The strategic plan of the Ministry of Gender, Children and Social Protection operates within and contributes to Liberia's broader development architecture. This alignment ensures coherence in national efforts while avoiding duplication and maximizing synergies across government initiatives.

7.1.1 Vision 2030 and Gender Equality Aspirations Alignment

Table 10: MGCSP Strategic Goals Alignment with Vision 2030

Vision 2030 Components	Relevant Aspirations	MGCSP Strategic Plan Goals Alignment	Specific Contributions
Core Vision Statement	"A harmonious nation united in diversity, democratic and culturally vibrant, innovative, creative, self-reliant and prosperous"	• Strategic Goal 1: Institutional Transformation • Strategic Goal 2: Policy Excellence • Strategic Goal 3: Service Delivery • Strategic Goal 4: Partnerships • Strategic Goal 5: Accountability and Legitimacy	• MGCSP's approach to gender equality and social protection directly contributes to national harmony, democracy, and prosperity through economic programs
Gender Equality Aspiration	"A society of gender equity, empowerment and opportunities for all"	• Strategic Goal 2: Policy Excellence • Strategic Goal 3: Service Delivery	• Evidence-based gender policies guide national development. • Services ensure equal opportunities for women and vulnerable populations
Economic Transformation	Transition from traditional to knowledge-based economy	• Strategic Goal 3: Service Delivery	• Women's economic empowerment includes developing entrepreneurial competencies and seed capital for women start-ups, digital literacy, and modern skills
Social Harmony	Overcoming divisive narratives and building national unity	• Strategic Goal 3: Service Delivery • Strategic Goal 4: Partnerships	• Inclusive programs reach to marginalized communities. • Continuous partnership bridge social divides
Environmental Sustainability	Beautiful and flourishing environment for future generations	• Strategic Goal 1: Institutional Transformation • Strategic Goal 3: Service Delivery	• Climate-resilient programming • Sustainable service delivery models

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7.1.2 ARREST Agenda for Inclusive Development (AAID) Alignment

The Strategic Plan anchors on the ARREST Agenda for Inclusive Development Strategic Policy 22: Inclusive Social Development. Table 11 demonstrates how each of the MGCSP's five strategic goals contributes directly to the four core programs under Strategic Policy 22, ensuring coordinated implementation of national development priorities through specific, measurable, achievable, realistic, timebound interventions.

Table 11: MGCSP Strategic Plan Alignment with AAID

MGCSP Objective	Specific MGCSP Contribution	Key Outputs Supporting AAID	AAID Impact Pathway
Linkage: AAID Program 47: Inclusive Policies and Systems			
Strategic Goal 1: Institutional Transformation			
Objective 1.2: Improve infrastructure and staff geographical equity	• Redistribution of 79.2% staff concentration in Montserrado to achieve 40% county deployment, upgrade infrastructure in all 15 counties, establish standard operating kits nationwide	• 15 county offices meeting operational standards • Standard operating kits deployed in all counties • Infrastructure upgraded in 14 counties	• Equitable geographic distribution of institutional capacity ensures inclusive policies reach all populations, particularly rural and marginalized communities, supporting AAID's decentralization objectives for inclusive development
Objective 1.3: Build institutional competencies	• Comprehensive capacity building program covering digital competency, strategic leadership, performance management, and professional communication for 216 staff members	• 100% staff with updated job descriptions • 100% staff completing digital competency training • Performance management system operational • Strategic leadership training for 100% management staff	• Enhanced staff competencies strengthen MGCSP's capacity to design and implement inclusive policies across all mandate areas, coordinate gender mainstreaming throughout government, and provide technical support for inclusive programming
Strategic Goal 2: Policy Excellence			
Objective 2.2: Establish evidence generation systems	• Development of integrated digital M&E platform, Excel-based Gender Information Management System, and data quality assurance systems to track inclusive development outcomes	• Functional Excel General Information Management Systems established • Digital M&E platform deployed • Best practices documentation system operational • Integration with national statistical system achieved	• Systematic evidence generation through integrated M&E systems ensures that MGCSP and partner institutions can track progress on inclusive development indicators, identify implementation bottlenecks, learn from successes and failures, and adjust strategies to maximize impact on vulnerable populations
Objective 2.3: Strengthen policy development and communication	• Development of 15 evidence-based policies with funded implementation plans, establishment of Gender and Social Inclusion Units in all 15 ministries, institutionalization of gender-responsive budgeting across government	• 15 evidence-based policies with implementation plans • GSIUs functional in all 15 ministries • Gender-responsive budgeting implemented across ministries • Gender mainstreaming framework institutionalized • Policy communication program operational	• Strengthened policy development capacity positions MGCSP as the authoritative voice on inclusive social development, enabling systematic mainstreaming of gender equality and social protection across all government sectors. Ensuring that national policies and budgets address the needs of women, children, and vulnerable populations
Linkage: AAID Program 48: Sexual and Gender-Based Violence			

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Strategic Goal 3: Comprehensive Service Delivery			
MGCSP Objective	Specific MGCSP Contribution	Key Outputs Supporting AAID	AAID Impact Pathway
Objective 3.1: Strengthen prevention and response to gender-based violence	• Establishment of protection infrastructure and safe homes in 15 counties, provision of empowerment packages to 15,000 GBV survivors, development of functional referral pathways, implementation of SASA community mobilization in 600 communities, engagement of 50,000 men and boys as allies	• Protection infrastructure established in 15 counties • Safe homes operational nationwide • SGBV treatment centers in all counties • Functional GBV referral pathways in 15 counties • 1,500 service providers trained • Empowerment packages for 15,000 survivors • SASA prevention programs in 600 communities	• Comprehensive GBV prevention and response systems directly implement AAID Program #48 by establishing the infrastructure, services, and community mobilization necessary to reduce violence against women and girls, ensuring survivors receive timely support, addressing root causes through behaviour change, and creating protective environments across all counties
Linkage: AAID Program 49: Inclusive Integrated Social Protection and Welfare Services			
Strategic Goal 3: Comprehensive Service Delivery			
MGCSP Objective	Specific MGCSP Contribution	Key Outputs Supporting AAID	AAID Impact Pathway
Objective 3.3: Expand social protection coverage for vulnerable populations	• Expansion of cash transfer program from 2,600 to 16,000 vulnerable group members, growth of social registry to 450,000 households, securing Corporate Social Responsibility benefits for 5,000 individuals, development of inclusive social housing with 10% allocation for PWDs and women-headed households, promotion of financial inclusion for 75% of women, PWDs, and vulnerable groups	• Social registry expanded to 450,000 households • Cash transfers reaching 16,000 vulnerable members • Financial inclusion programs operational • CSR benefits secured from 20 companies • Inclusive social housing units developed • Payment systems operational in all counties	• •
Objective 3.4 (Child Protection Component): Enhance support for persons with disabilities	• Provision of assistive technology to 500 PWDs, implementation of sign language training for 200 individuals across 15 educational institutions, award of 800 PWD scholarships with career support, establishment of 5% PWD employment in public sector jobs with 80% retention, Veterans and PWDs agribusiness training for 3,000 beneficiaries	• PWD employment initiative operational • Functional Assistive technology distribution system • Scholarship program implemented • Sign language capacity in 15 institutions established • Accessibility standards enforced • Equipment categories distributed: 10+ • Veterans/PWDs trained in agribusiness: 3,000	• Comprehensive PWD support implements AAID Program #49's inclusive welfare mandate by ensuring persons with disabilities can access education through scholarships and sign language services, participate in economic life through employment quotas and assistive technology, and achieve independence through integrated support that addresses multiple dimensions of exclusion simultaneously
Linkage: AAID Program 50: Economic Empowerment of Women			
Strategic Goal 3: Comprehensive Service Delivery			
MGCSP Objective	Specific MGCSP Contribution	Key Outputs Supporting AAID	AAID Impact Pathway
Objective 3.4 (Veterans Component): Support veterans and PWDs in	• Establishment of Veterans and PWDs Philanthropic Seed Fund with USD12 million capital, agribusiness training for 3,000 veterans and PWDs, seed capital support for	• Veterans/PWDs agribusiness program operational • International fund manager selected • Training programs with adaptive approaches • Seed capital distribution system functional	• Dedicated support for veterans and PWDs implements AAID Program #50's inclusive economic empowerment mandate by recognizing that these populations face specific barriers requiring tailored

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agribusiness	300 enterprises, provision of adaptive equipment and market linkages, achievement of 60% market access	• Aftercare support services available • 300 veteran/PWD enterprises funded	interventions including adaptive equipment, specialized training, and sustained business support, ensuring economic opportunities reach beyond the general population to those most marginalized
Objective 3.5: Increase access to education, leadership, and digital literacy for women and vulnerable groups	• Implementation of comprehensive digital literacy training for 10,000 women and vulnerable group members with 40% post-training employment rate, promotion of women's leadership and political representation targeting 30% women in government leadership positions, training of 500 women for political leadership, school enrolment support enabling 5,000 vulnerable girls to complete education, menstrual hygiene support reaching 300,000 female students improving attendance by 15%	• Political leadership training programs established • Girls' empowerment programs expanded • Digital literacy training operational • School enrolment support system functional • Menstrual hygiene education and product distribution • Mentorship networks created • Safe spaces for girls established • Digital equipment and internet access provided	• Skills development and leadership training implement AAID Program #50 by building women's capabilities for economic participation in the modern economy through digital literacy, enabling political voice through leadership development, and removing educational barriers that prevent girls from acquiring the qualifications necessary for economic advancement, creating a pipeline of economically empowered women across generations
Cross-Cutting AAID Alignment: Supporting Implementation of Programs 47, 48, 49, and 50			
Strategic Goal 4: Strategic Partnerships and Resource Mobilization			
MGCSP Objective	Specific MGCSP Contribution	Key Outputs Supporting AAID	AAID Impact Pathway
Objective 4.2: Strengthen partnership frameworks	• Establishment of 25 functional partnership agreements with government ministries, development partners, and civil society organizations, implementation of systematic stakeholder engagement mechanisms including quarterly coordination forums, development of data sharing frameworks enabling integrated programming across AAID programs	• Gender Development Partners Group co-chaired by MGCSP • Inter-ministerial coordination mechanisms functional • Quarterly CSO forums operational • Joint annual reviews conducted • Partnership effectiveness framework implemented • Coordination reduces duplication by 50%	• Strengthened partnerships create the collaborative ecosystem necessary for implementing complex, multi-sectoral AAID programs by ensuring coordination between MGCSP and line ministries, aligning donor support with government priorities, leveraging civil society implementation capacity, and building shared accountability for inclusive development outcomes
Objective 4.3: Build local implementation capacity	• Capacity building for 60 civil society organizations on donor funding options and technical systems, provision of technical support for program design, M&E systems, financial management, and governance to 20 CSOs with intensive assistance, training of three staff per organization in resource mobilization and four per organization in technical systems, implementation of community engagement training for county	• CSO Partnership Framework operational • Resource mobilization training for 60 CSOs • Technical support for 20 CSOs with intensive assistance • Community engagement capacity developed • Local organization sustainability enhanced • Quality assurance for CSO service delivery established	• Building local civil society capacity ensures that AAID program implementation extends beyond government to leverage community-based organizations with deep local knowledge and trust, creating sustainable service delivery systems that can reach the most marginalized populations, maintain quality standards, and continue operating beyond donor project cycles

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	staff		
Cross-Cutting AAID Alignment: Governance and Accountability for Programs #47, #48, #49, and #50			
Strategic Goal 5: Accountability and Legitimacy			
MGCSP Objective	Specific MGCSP Contribution	Key Outputs Supporting AAID	AAID Impact Pathway
Objective 5.2: Implement transparency systems	• Transition to International Public Sector Accounting Standards achieving 100% compliance, achievement of clean external audit opinion from General Auditing Commission, establishment of public reporting frameworks producing over 20 annual reports, implementation of community scorecards in all 15 counties, development of value-for-money assessment systems achieving 15% cost savings, establishment of whistleblower mechanisms generating over 10 reports annually	• IPSAS transition completed • Internal audit strengthened • Public reporting framework established • Whistleblower system operational • Financial management systems modernized • Advanced financial analysis capacity developed • Procurement systems strengthened	• Robust transparency systems build public confidence in MGCSP's stewardship of AAID program resources, enable effective oversight by parliament and civil society, demonstrate value for money in service delivery, create deterrents against corruption and mismanagement, and establish MGCSP as a model for transparent, accountable governance of inclusive development programs
Objective 5.3: Document and communicate impact	• Establishment of comprehensive monitoring and evaluation systems tracking progress on all AAID program indicators, integration with national statistical systems achieving 100% SDG gender indicator reporting, development of digital M&E platform enabling real-time monitoring, implementation of data quality assurance achieving over 90% accuracy, systematic documentation of lessons learned and best practices from AAID implementation	• Foundational M&E competency program implemented • National statistical system integration achieved • Digital M&E platform operational • Data quality assurance systems functional • Best practices documentation systematic • Impact communication strategies effective	• Systematic documentation and communication of AAID program results enable evidence-based adaptive management, demonstrates impact to justify continued investment, generates lessons for scaling successful approaches, contributes to national and international knowledge on inclusive development, and ensures that achievements in gender equality and social protection are visible to all stakeholders

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Table 12: Integrated Framework Alignment Summary

MGCSP Strategic Goal	Vision 2030 Alignment	ARREST Agenda Links	Synergistic Effects
Goal 1: Institutional Transformation	Supports efficient, transparent governance for national development	Establishes the institutional foundation necessary for MGCSP to fulfill its role as the lead agency for inclusive social development policy coordination.	Creates foundational support and compliment for sustained national development
Goal 2: Policy Excellence	Provides evidence-based framework for gender equality aspiration	By building internal research capacity, establishing robust evidence systems, and strengthening policy development capabilities, MGCSP becomes the technical hub for inclusive social development policy in Liberia, ensuring that the ARREST Agenda's commitment to inclusive policies translates into concrete, evidence-based frameworks supported by systematic monitoring and continuous improvement.	Influences national policy discourse
Goal 3: Service Delivery	Explicitly implements gender equity and inclusion vision	Transforming Liberia's fragmented GBV response into a comprehensive nationwide system that delivers tangible benefits to vulnerable populations while building sustainable systems that will continue beyond the strategic plan period.	Demonstrates tangible benefits to citizens for transformation
Goal 4: Partnerships	Leverages collective action for national transformation	By diversifying funding sources, strengthening coordination mechanisms, and building local implementation capacity, MGCSP creates the enabling environment necessary for sustained implementation of inclusive policies and systems	Amplifies impact across all sectors
Goal 5: Accountability and Legitimacy	Supports building legitimate institutions that are responsive to the needs of people	By establishing comprehensive stakeholder engagement systems, implementing rigorous financial transparency mechanisms, and systematically documenting and communicating impact, MGCSP creates the governance foundation necessary for sustained public support and continued investment in inclusive social development.	Promotes accountability and credibility for given mandate

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7.2 Regional and International Commitments

MGCSP's strategic plan will operate within regional and international framework commitments undertaken by the Republic of Liberia. These commitments provide both obligations and opportunities, establishing standards for achievement while creating platforms for learning and resource mobilization.

7.2.1 Sustainable Development Goals (SDGs)

The Sustainable Development Goals provide a comprehensive framework for addressing interconnected development challenges, with gender equality recognized as both a standalone goal and a cross-cutting requirement for achieving all goals. MGCSP's strategic plan demonstrates explicit alignment with multiple SDGs while contributing to the broader agenda.

- SDG 5, achieving gender equality and empowering all women and girls, represents the most direct alignment with MGCSP's mandate. The Ministry's strategic objectives comprehensively address SDG 5 targets, including ending all forms of discrimination against women and girls, eliminating violence against women, recognizing unpaid care work, ensuring women's participation in leadership, and ensuring universal access to sexual and reproductive health rights. The strategic plan adopts SDG indicators where relevant in the strategic goals while developing additional Liberia-specific indicators to capture and address local context issues and priorities.

- SDG 1 on ending poverty connects directly to MGCSP's social protection mandate. The Ministry's objectives to expand cash transfer programs, develop social insurance for the informal sector, and link beneficiaries to sustainable livelihood opportunities contribute to poverty reduction targets. The strategic plan recognizes that poverty has gender and age dimensions, with female-headed households and children facing disproportionate poverty risks. Specific sustainable economic interventions are designed to address these specific vulnerabilities while building resilience against future shocks.

- SDG 4 on quality education requires gender-responsive approaches that MGCSP promotes through its strategic plan. Objectives to increase girls' school completion rates, address school-related gender-based violence, and promote girls' participation in science and technology education directly support education targets. The Ministry's early childhood development programs through improved child protection systems contribute to ensuring all children are ready for primary education.

- SDG 8 on decent work and economic growth cannot be achieved without women's full economic participation. MGCSP's strategic objectives on women's economic empowerment address multiple targets under this goal, including achieving full and productive employment for women, reducing the proportion of youth not in employment or training with particular attention to young women, and protecting labor rights with attention to women in precarious employment. MGCSP`s economic empowerment programs promote women's entrepreneurship development and access to market and financial services to create sustainable pathways to economic growth and emancipation.

- SDG 16 on peaceful and inclusive societies encompasses several areas of MGCSP's work. Child protection systems contribute to ending abuse, exploitation, trafficking, and violence against women and children. The compulsory birth registration campaigns ensure legal identity for all. Gender-based violence prevention and response services contribute to reducing all forms of violence. The Ministry's work on women's participation in decision-making supports inclusive institutions. These contributions position MGCSP as the key actor in achieving peaceful and just societies.

The strategic plan recognizes that achieving SDGs requires addressing interlinkages between goals. The women economic empowerment program contributes to poverty reduction, improved health, and education outcomes for families, whilst promoting a more peaceful society. Child protection systems prevent cycles of violence and

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poverty. Social protection programs support families to invest in health and education while building resilience. This integrated approach ensures MGCSP's contributions multiply across the SDG framework.

7.2.2 African Union Agenda 2063

The African Union's Agenda 2063 provides a continental framework for achieving "the Africa we want," with gender equality recognized as fundamental to African renaissance. MGCSP's strategic plan aligns with this continental vision while contributing to Liberia's commitments under AU frameworks.

- Aspiration 6 of Agenda 2063 explicitly calls for "an Africa whose development is people-driven, relying on the potential of African people, especially its women and youth." This aspiration resonates throughout MGCSP's strategic plan, which positions women and young people as agents of change rather than passive beneficiaries. The strategic plan programs seek to build capabilities and create opportunities for women and youth to drive their own development and contribute to national transformation.

- The AU Gender Strategy provides more specific guidance that influences MGCSP's approaches. The strategy's four pillars highlighting; women's economic empowerment and sustainable development, dignity and security, governance and participation, and leadership align directly with the Ministry's strategic objectives. MGCSP adapts continental approaches to the Liberian context while contributing to collective African progress on gender equality.

- The Maputo Protocol on the Rights of Women in Africa, which Liberia ratified, creates specific obligations that MGCSP addresses through its strategic plan. These include eliminating discrimination, protecting women from violence, ensuring equal participation in political processes, and promoting economic and social welfare rights. The Ministry's comprehensive approach to gender-based violence, including prevention, response, and addressing root causes, demonstrates a commitment to Maputo Protocol implementation.

- The African Charter on the Rights and Welfare of the Child establishes standards that guide MGCSP's child protection work. The strategic plan's emphasis on family-based care, birth registration, juvenile justice reform, and protection from exploitation explicitly implements charter provisions. Regional learning exchanges facilitated by the AU provide opportunities to share Liberia's experiences and learn from other African countries facing similar challenges.

- Continental initiatives on ending child marriage find expression in MGCSP's strategic plan through community mobilization programs that address harmful traditional practices. The Ministry participates in the AU Campaign to End Child Marriage in Africa, adapting continental strategies to address local drivers of child marriage, including poverty, limited educational opportunities, and social norms that devalue girls.

- The AU's demographic dividend framework recognizes that Africa's young population represents an opportunity if appropriate investments are made in health, education, and employment. MGCSP's strategic plan contributes by ensuring young women can access these investments equally. In this regard, the Ministry`s strategic plan propagates programs to address specific barriers that prevent young women from benefiting from demographic opportunities, including early pregnancy, gender-based violence, and limited access to economic resources.

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7.2.3 Other International Frameworks

Beyond the SDGs and AU frameworks, MGCSP's strategic plan reflects commitments under multiple international instruments that Liberia has ratified or endorsed. These frameworks provide normative standards, implementation guidance, and accountability mechanisms that strengthen the Ministry's work.

- The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which Liberia ratified in 1984, establishes comprehensive obligations that permeate MGCSP's strategic plan. The Ministry serves as the primary government institution responsible for CEDAW implementation, coordinating reporting and ensuring that government programs address the Committee`s recommendations. The strategic plan specifically responds to recent[46] CEDAW committee observations regarding the need to strengthen institutional mechanisms, address gender-based violence comprehensively, and improve women's economic opportunities.

- The Convention on the Rights of the Child ratified by Liberia in 1993, creates the framework for MGCSP's child protection work[47]. The strategic plan's emphasis on establishing comprehensive child protection systems, promoting family-based care, and ensuring birth registration explicitly implements CRC provisions. The Ministry coordinates Liberia's reporting under the CRC and its optional protocols, using committee recommendations to guide program priorities. While Liberia signed both the Optional Protocol on the involvement of children in armed conflict and the Optional Protocol on the sale of children, child prostitution and child pornography in 2004, these instruments are still unratified as of 2025[48].

- The Convention on the Rights of Persons with Disabilities (CRPD) which Liberia signed on March 30, 2007, and ratified on July 26, 2012, influences MGCSP's approach to social protection and inclusion[49]. The strategic plan ensures that all programs are accessible to persons with disabilities and includes specific interventions to address their needs. This includes ensuring physical accessibility of service points, providing information in accessible formats, and building staff capacity to collaborate inclusively with persons with disabilities. The Optional Protocol to the CRPD remains unratified despite ongoing advocacy efforts[50].

- The Beijing Platform for Action adopted by Liberia along with 188 other countries in September 1995 at the Fourth World Conference on Women in Beijing, continues to provide a comprehensive agenda for achieving gender equality[51]. MGCSP's strategic plan addresses all twelve critical areas of concern, from women in power and decision-making to violence against women to women and the economy. The Ministry uses Beijing+25 review processes to assess progress and identify remaining challenges that inform strategic priorities. Liberia has been named as a "Trailblazer Country" under the Beijing+30 initiative during 2024-2025[52].

- UN Security Council Resolution 1325 on Women, Peace and Security adopted by the UN Security Council on October 31, 2000, holds relevance for Liberia given its history of conflict[53]. MGCSP leads implementation of Liberia's National Action Plan on 1325, with the country becoming the first post-conflict nation to adopt such a plan in March 2009[54]. The strategic plan maintains focus on women's participation in conflict prevention and resolution while addressing the specific needs of women

[46] CEDAW Committee's concluding observations published on November 23, 2015 (CEDAW/C/LBR/CO/7-8)
[47] (Humanium, 2024)
[48] (ibid).
[49] (Onuora-Oguno, 2020)
[50] (AllAfrica, 2025)
[51] (UN Women, 2024)
[52] ibid
[53] (United Nations, 2000)
[54] (UN News, 2009)

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affected by conflict. Liberia implemented a second National Action Plan from 2019-2023 and is currently developing its third plan with UN Peacebuilding Commission support[55].

- Regional Economic Community of West African States protocols on gender and development create more frameworks for MGCSP's work, with Liberia achieving comprehensive ratification through a mass legislative process on September 15, 2016, when both houses of parliament ratified all 32 remaining ECOWAS protocols[56]. These include the Supplementary Act on Equality of Rights Between Women and Men for Sustainable Development, originally adopted by ECOWAS on May 19, 2015, and the Protocol on Democracy and Good Governance adopted December 21, 2001[57]. The strategic plan ensures that Liberia contributes to regional progress while benefiting from shared learning and resources, including commitments to achieve gender parity in political participation, address gender-based violence as a regional security threat, and promote women's economic integration.

7.3 Sectoral Integration

Achieving gender equality and social protection requires action across all sectors of government and society. MGCSP's strategic plan establishes mechanisms for ensuring that gender and social protection considerations are integrated into health, education, justice, economic, and other sectoral programs rather than remaining isolated within the Ministry.

7.3.1 Health Sector Integration

The intersection between gender and health creates multiple entry points for collaboration between MGCSP and the Ministry of Health. Women's health needs extend beyond maternal health to encompass the full life cycle, while gender norms significantly influence health-seeking behaviours and outcomes for all. The strategic plan establishes systematic approaches to health sector integration that go beyond ad hoc coordination.

- Sexual and reproductive health represents a critical area of collaboration. MGCSP's strategic objectives on reducing teenage pregnancy and maternal mortality require close partnership with health services. The Ministry advocates for youth-friendly sexual and reproductive health services that address the specific barriers adolescents face in accessing care. This includes addressing provider attitudes, ensuring confidentiality, and providing comprehensive sexuality education that goes beyond biological facts to address gender norms and power dynamics in relationships.

- Gender-based violence has profound health consequences that require integrated responses. MGCSP's one-stop centres operate in close collaboration with health facilities to ensure survivors receive immediate medical care alongside psychosocial, legal, and safety support. The strategic plan includes training health workers to identify signs of violence, provide compassionate care, and make appropriate referrals. Clinical management of rape protocols would be implemented consistently across health facilities, with supplies maintained and providers trained.

- The feminization of HIV/AIDS in Liberia requires gender-responsive approaches to prevention and treatment. MGCSP works with the National AIDS Commission to address the gender dimensions of vulnerability, including women's limited power to negotiate safe sex, economic dependence that drives transactional sex, and violence that increases HIV risk. The strategic plan programs address harmful gender norms while promoting women's access to testing, treatment, and prevention services including pre-exposure prophylaxis for those at high risk.

- Mental health represents an emerging area of collaboration, recognizing that women face higher rates of depression and anxiety often linked to experiences of violence, poverty, and gender discrimination.

[55] (PeaceWomen, 2025)
[56] (The New Dawn, 2016)
[57] (Electoral Institute for Sustainable Democracy in Africa, 2001)

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MGCSP advocates for gender-responsive mental health services and includes psychosocial support in its programs. The strategic plan recognizes that addressing mental health requires tackling underlying gender inequalities that create psychological distress.

- Health system strengthening efforts must consider gender dimensions to be effective. MGCSP advocates for increased female health workers, particularly in rural areas where cultural norms may prevent women from seeking care from male providers. The Ministry promotes women's participation in health governance structures including community health committees. Gender-responsive budgeting in the health sector ensures that resource allocations address differential needs and barriers.

7.3.2 Education Sector Integration

Education represents both a pathway to gender equality and a site where gender inequalities are reproduced. MGCSP's collaboration with the Ministry of Education addresses multiple dimensions of gender in education, from access and retention to curriculum and school culture.

- Addressing barriers to girls' education requires comprehensive approaches that go beyond school fees. MGCSP's strategic plan includes interventions to address household poverty that forces families to prioritize boys' education, provide menstrual hygiene management facilities that enable girls to attend school consistently, ensure safe transportation that addresses parents' security concerns, and challenge cultural norms that devalue girls' education. These interventions require close coordination with education authorities to ensure school-level implementation.

- School-related gender-based violence represents a critical barrier to girls' education that sits at the intersection of MGCSP and Ministry of Education mandates. The strategic plan's comprehensive GBV prevention and response framework provides a foundation for addressing this issue, including community-based prevention programs that could extend to schools, one-stop centres that could serve school-age survivors, and case management systems that track children's protection needs. The plan's emphasis on strengthening referral pathways and multi-sectoral coordination creates opportunities for collaboration with the Ministry of Education to ensure that GBV survivors receive appropriate support while maintaining their educational progress.
- Curriculum and pedagogy must be transformed to promote rather than undermine gender equality. MGCSP advocates for curriculum review to eliminate gender stereotypes, promotion of girls' participation in science, technology, engineering and mathematics, and teacher training on gender-responsive pedagogy. These efforts require sustained collaboration with curriculum development units and teacher training institutions.

- Early childhood development represents an area of growing collaboration. MGCSP's child protection programs increasingly recognize the importance of early stimulation and learning for long-term outcomes. The strategic plan includes support for community-based early childhood development programs that provide both care and education while enabling women's economic participation. Quality standards for early childhood programs must address both educational and protection concerns.

- Adult literacy and continuing education programs must consider gender dimensions to reach women effectually. MGCSP advocates for the timing and location of programs that accommodate women's work and care responsibilities, content that addresses women's practical needs and interests, childcare provision that enables mothers' participation, and pathways from literacy to livelihood opportunities. These design considerations require close collaboration with adult education providers.

7.3.3 Justice Sector Integration

Access to justice represents a fundamental requirement for achieving gender equality and protecting children's rights. MGCSP's collaboration with justice sector institutions addresses both formal and informal justice systems, recognizing that most Liberians, particularly in rural areas, rely on customary dispute resolution.

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- Gender-based violence cases require specialized handling throughout the justice chain. MGCSP's strategic plan includes collaborative interventions with police to establish women and children protection units with trained officers, develop protocols for the sensitive handling of GBV cases, and ensure proper evidence collection and case documentation. With prosecutors, the Ministry works to build capacity for successful GBV prosecutions, address high case attrition rates, and ensure survivor safety throughout proceedings. Collaboration with the judiciary focuses on training judges on trauma-informed approaches, establishing special procedures for vulnerable witnesses, and providing appropriate sentencing that prioritizes survivor safety.
- Legal aid represents a critical gap that prevents women from accessing justice. MGCSP partners with the Ministry of Justice and legal aid organizations to expand services to rural areas, prioritize GBV and family law cases affecting women, build paralegal networks that provide basic legal information, and ensure legal aid providers understand gender dimensions of justice. The strategic plan recognizes that women face specific barriers, including a lack of awareness of rights, limited resources for legal fees, and social pressure to resolve disputes informally.

- Juvenile justice requires specialized approaches that treat children as children first. MGCSP's strategic plan includes comprehensive reforms developed in partnership with justice institutions to establish child-friendly court procedures, maximize diversion from formal justice systems, ensure separate detention facilities focused on rehabilitation, and provide reintegration support for children leaving detention. These reforms require attitude changes among justice personnel who often treat child offenders punitively rather than recognizing their potential for rehabilitation.

- Customary justice systems handle most disputes in rural areas but often discriminate against women and children. MGCSP's approach balances respect for traditional systems with advocacy for human rights compliance. Interventions include dialogue with traditional leaders on harmful practices, training on human rights and national law, documentation of progressive customary practices that can be promoted, and support for women's participation in customary governance. This delicate work requires deep cultural understanding and long-term relationship building.

- Transitional Justice and Gender Accountability represent a critical opportunity for MGCSP to advance gender justice addressing conflict-related sexual violence. As lead coordinator for implementing Liberia's National Action Plan on Women, Peace and Security, the Ministry bears responsibility for ensuring women's voices and experiences shape accountability mechanisms rather than remaining marginalized within justice processes. MGCSP provides technical guidance on gender-responsive court procedures that enable women survivors to testify safely about sexual violence, coordinates with civil society organizations, maintaining relationships with survivor communities to support evidence generation and leverages the Ministry's gender-based violence response infrastructure including safe homes to provide witness protection to promote women participation without abandoning them to retaliation risks. The Ministry advocates for reparations frameworks addressing the ongoing consequences of conflict-related sexual violence through combinations of medical care, psychosocial support, and economic empowerment rather than symbolic payments disconnected from survivors' multidimensional needs.

  Beyond supporting prosecutions, MGCSP facilitates women's meaningful participation in transitional justice processes as active agents through outreach ensuring rural women understand court mechanisms and how to engage, capacity building enabling women's organizations to advocate effectively for survivor interests, and representation in court oversight structures influencing policy decisions. The strategic plan's emphasis on community-based prevention programming through SASA approach creates foundations for transitional justice effectiveness by addressing social norms that perpetuate sexual violence impunity, leveraging heightened public attention from court proceedings to acceleration of norm change regarding contemporary gender-based violence. This integration ensures transitional justice engagement contributes to transformative change rather than functioning as

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isolated intervention, with the Women's Philanthropic Seed Fund providing economic opportunities for conflict-affected/vulnerable women, child protection systems addressing children born of rape, and policy development capacity translating lessons from accountability processes into institutional reforms preventing future violations.

- Law reform represents an ongoing area of collaboration. MGCSP works with the Law Reform Commission and Legislature to identify and amend discriminatory laws, advocate for progressive legislation on gender and children's issues, ensure implementation of existing laws through regulations and procedures, and monitor implementation and identify gaps requiring further reform. The strategic plan maintains focus on both changing laws and ensuring their implementation, recognizing that progressive legislation alone does not guarantee rights protection.

7.3.4 Economic Sector Integration

Women's economic empowerment requires action across multiple economic sectors and institutions. MGCSP's strategic plan establishes partnerships that address structural barriers while creating opportunities for women's meaningful economic participation.

- Financial inclusion represents a critical constraint that requires collaboration with the Central Bank and financial institutions. MGCSP advocates for regulatory changes that enable women's access, including eliminating requirements for male guarantors, developing products suited to women's needs and capabilities, expanding financial services to rural areas where women are concentrated, and building women's financial literacy and confidence. The strategic plan includes partnerships with specific financial institutions to pilot and scale women-friendly services.

- Agricultural development cannot succeed without addressing women farmers' needs. MGCSP collaborates with the Ministry of Agriculture to ensure women's access to agricultural inputs and technologies, secure land tenure that enables investment, provide extension services that reach women farmers, and promote women's participation in agricultural value chains beyond production. The strategic plan recognizes that women produce most food crops but receive minimal agricultural support, undermining food security and economic growth.

- Private sector development must create opportunities for women as employees and entrepreneurs. MGCSP partners with the Ministry of Commerce to simplify business registration for women entrepreneurs, address regulatory barriers that disadvantage women-owned businesses, promote women's access to public procurement opportunities, and encourage private sector adoption of gender equality policies. The strategic plan includes specific targets for women-owned business growth and formal employment.

- Labour market policies must address the specific disadvantages women face in employment. Collaboration with the Ministry of Labour, focuses on enforcing equal pay legislation, addressing workplace sexual harassment, promoting maternity protection and family-friendly policies, and supporting women's entry into non-traditional occupations. The strategic plan recognizes that women's concentration in informal and vulnerable employment perpetuates poverty and inequality.

- Infrastructure development profoundly impacts women's economic opportunities. MGCSP advocates for gender-responsive infrastructure planning that considers women's mobility needs and safety concerns, provides infrastructure that reduces women's unpaid care burden, creates employment opportunities for women in infrastructural projects, and ensures infrastructural investments benefit women entrepreneurs. The strategic plan includes specific partnerships on rural roads, market access, and water infrastructural projects that demonstrates support for women.

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8. Implementation Framework

8.1 Implementation Approach

The implementation of this strategic plan requires a structured yet flexible approach that recognizes the urgency of transforming the institutional set up, addressing gender inequality and social protection needs and the reality of capacity constraints within MGCSP. The implementation framework adopts a phased approach that builds momentum through early transformative change achievements while systematically addressing institutional weaknesses that have historically limited impact.

Implementation will follow three distinct phases over the next five-years, each with specific objectives and milestones. The phasing allows for realistic capacity building while maintaining ambition for transformative change. The approach recognizes that some interventions require foundational systems development before effective implementation, while others could begin immediately to demonstrate progress to maintain stakeholder confidence.

8.1.1 Phase 1: Foundation Building and Quick Wins (Short-term)

The first eighteen months focus on establishing essential systems and demonstrating visible progress through carefully selected quick wins. This phase will absorb approximately 30% of total budget, front-loading critical investments in systems and infrastructure that enable subsequent scaling.

Foundation building activities during this period include developing integrated information management systems for knowledge management, and enterprise resource planning. The Ministry will establish standardized operating procedures across departments and counties through institutional structure streamlining and inter-departmental coordination mechanisms. Critical vacant positions will be filled through staff redistribution and recruitment initiative, while comprehensive capacity building programs will address identified skills gaps.

Quick wins have been strategically selected based on feasibility, visibility, and potential for building momentum. The Ministry will launch, the *flagship Women Philanthropic Seed Fund*, creating immediate visibility and demonstrating commitment to jump-starting women enterprises for economic empowerment. Protection infrastructure and safe homes development will commence in the first three counties and later extend to all counties within the five-year planned period. Digital literacy training will begin reaching 2,000 women and vulnerable group members, while birth registration campaigns will target high-need areas. The establishment of monthly coordination meetings with key ministries will improve service delivery coordination, and simplified gender-based violence reporting tools will be rolled out in all counties.

8.1.2 Phase 2: Systems Strengthening and Scale-up (Medium-term)

The medium-term phase, spanning three years, represents the most intensive implementation period with 60% of total budget deployed. This phase leverages foundations established in Phase 1 to implement comprehensive reforms and scale successful interventions.

Systems strengthening will move beyond basic functionality to optimization. The information management system established in Phase 1 will be enhanced with analytical capabilities through the Advanced Monitoring, Evaluation and Analytics Program and Digital M&E Platform development. Staff who received basic training will undertake advanced capacity building in specialized areas, including strategic leadership training and professional communication excellence. County offices strengthened with basic resources will develop local partnerships and programming responsive to specific contexts, supported by infrastructure upgrades across all 15 counties.

Scale-up activities will focus on interventions demonstrating success in Phase 1. The agribusiness incubation program will move from planning to full implementation, with business plan competitions selecting 450 women and PWD led/owned enterprises and 50 women cooperatives for support. Child protection services will expand nationwide with comprehensive coverage. The social registry will grow to cover 300,000 households, while cash

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transfer programs will reach 40,000 beneficiaries by the end of this phase. Gender-based violence survivor empowerment packages will be provided to 7,500 survivors, demonstrating the Ministry's commitment to comprehensive support.

8.1.3 Phase 3: Consolidation and Sustainability (Long-term)

The full five-year implementation period shifts focus in the final two years toward consolidation and sustainability. The remaining 10% of budget will be strategically deployed to ensure achievements endure beyond the strategic plan period.

Consolidation activities include documenting and standardizing successful approaches for institutional memory, integrating donor-funded innovative programs into government systems and budgets, strengthening quality assurance mechanisms to maintain standards as programs mature, and building redundancy in critical systems to ensure continuity despite staff turnover. The Ministry will complete the transition to International Public Sector Accounting Standards and establish comprehensive internal audit systems to ensure financial sustainability.

Sustainability planning intensifies in this phase with financial sustainability achieved through demonstrated results justifying increased government budget allocation from 0.36% to target 1.0% of national budget. The Ministry will diversify funding sources through advanced resource mobilization strategies to reduce dependence on traditional donors. Technical sustainability will be ensured through knowledge transfer from consultants to permanent staff, with 60% of policy development capacity internalized by 2030.

8.1.4 Critical Path Implementation Roadmap (Months 1-24)

This critical path roadmap outlined below identifies prerequisite relationships and establishes implementation waves for the first twenty-four months, enabling focused resource allocation and systematic capacity building.

The outlined roadmap further organizes activities into four implementation waves based on dependency analysis, with each wave building upon capabilities established in previous phases. This sequencing ensures that digital infrastructure exists before digitization of processes; M&E systems function before large-scale program expansion; staff competencies is expected to develop before delegation of responsibilities, and partnership frameworks executed and operational before scaled collaborative programming.

Table 13:Wave 1: Foundations (Months 1-6: January - June 2026)

Priority Level	Initiative	Strategic Goal	Priority Rationale	Timeline
CRITICAL PATH	Knowledge Management System deployment	Goal 1	Required for institutional learning and documentation across all programs	Jan-Jun 2026
CRITICAL PATH	Resource Centre refurbishment and operationalization	Goal 1	Establishes physical infrastructure for research, policy documentation, and knowledge sharing	Jan-Jun 2026
CRITICAL PATH	Enterprise Resource Planning system implementation	Goal 1	Enables financial tracking, HR management, and procurement for all activities	Jan-Jun 2026
CRITICAL PATH	M&E Centre of Excellence establishment	Goal 2	Builds capacity to monitor all subsequent program scale-up	Jan-Apr 2026
CRITICAL PATH	Foundational M&E Competency Program (Cohort 1)	Goal 2	Trains staff to track and monitor performance across all goals	Feb-Jun 2026
HIGH PRIORITY	Staff Digital Competency Training	Goal 1	Prerequisite for using digital systems being deployed	Jan-Jun 2026
HIGH PRIORITY	Institutional Structure and Role Definition	Goal 1	Clarifies responsibilities before delegating authority	Jan-May 2026
HIGH PRIORITY	Women's Philanthropic Seed Fund establishment	Goal 3	High-visibility quick win demonstrating government commitment	Jan-Jun 2026
HIGH PRIORITY	International Fund Manager selection	Goal 3	Required before seed fund enterprise development programs commences	Feb-May 2026
MEDIUM PRIORITY	Foundation Resource Mobilization Program	Goal 4	Begins diversifying funding sources early	Mar-Jun 2026

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Table 14:Wave 2: System Operationalization (Months 7-12: July - December 2026)

Priority Level	Initiative	Strategic Goal	Dependencies	Timeline
CRITICAL PATH	Digital M&E Platform deployment (Pilot Phase)	Goal 2	M&E staff trained, digital infrastructure operational	Jul-Dec 2026
CRITICAL PATH	County infrastructure upgrades (Wave 1: Bong, Nimba, Grand Bassa)	Goal 1	Procurement systems functional, designs completed	Jul-Dec 2026
HIGH PRIORITY	GRB Guidelines development and validation	Goal 2	Stakeholder consultation completed; technical expertise secured	Jul-Nov 2026
HIGH PRIORITY	Women agribusiness business plan training (Cohort 1)	Goal 3	Fund Manager onboarded, training curriculum developed	Aug-Dec 2026
HIGH PRIORITY	GBV survivor empowerment package design	Goal 3	Needs assessment completed, resource mapping done	Jul-Oct 2026
HIGH PRIORITY	Protection infrastructure construction (Counties 1-3)	Goal 3	Site identification, design approval, contractor selection	Aug-Dec 2026
MEDIUM PRIORITY	Performance Management System rollout (Pilot)	Goal 1	Job descriptions updated; PMS tools developed	Sep-Dec 2026
MEDIUM PRIORITY	Grievance Redress and Feedback System design	Goal 5	Existing mechanisms assessed; stakeholder input gathered	Aug-Nov 2026

Table 15:Wave 3: Program Scale-Up (Months 13-18: January - June 2027)

Priority Level	Initiative	Strategic Goal	Dependencies	Timeline
CRITICAL PATH	Women agribusiness business plan competition	Goal 3	Training completed, evaluation criteria finalized, judges secured	Jan-Mar 2027
CRITICAL PATH	GBV empowerment packages (first cohort rollout)	Goal 3	Safe homes operational, service providers trained, case management functional	Jan-Jun 2027
HIGH PRIORITY	Digital literacy training launch (5 counties)	Goal 3	Equipment procured, trainers certified, venues secured	Jan-Jun 2027
HIGH PRIORITY	Gender Budgeting Committee operationalization	Goal 2	GRB guidelines finalized, members trained, secretariat functional	Jan-Jun 2027
HIGH PRIORITY	County infrastructure upgrades (Wave 2: 3 counties)	Goal 1	Wave 1 lessons learned, contractor performance verified	Jan-Jun 2027
HIGH PRIORITY	Social Cash Transfer expansion (2,000 new beneficiaries)	Goal 3	Social registry updated, payment systems tested, targeting criteria validated	Feb-Jun 2027
MEDIUM PRIORITY	CSO capacity building program (Cohort 1: 20 organizations)	Goal 4	Capacity assessment tools developed, training modules ready	Mar-Jun 2027
MEDIUM PRIORITY	IPSAS transition initiation	Goal 5	Accounting staff trained; system modifications completed	Apr-Jun 2027

Table 16:Wave 4: Consolidation and Learning (Months 19-24: July - December 2027)

Priority Level	Initiative	Strategic Goal	Dependencies	Timeline
CRITICAL PATH	Short-term Results Review and Strategic Adjustment	All Goals	M&E data available from first 18 months, "Pause and Reflect" sessions conducted	Aug-Sep 2027
CRITICAL PATH	Seed Fund aftercare support services launch	Goal 3	First cohort enterprises operational 6+ months, monitoring data showing needs	Jul-Dec 2027
HIGH PRIORITY	Digital M&E Platform full deployment (all counties)	Goal 2	Pilot successful, county connectivity verified, training completed	Jul-Dec 2027
HIGH PRIORITY	Veterans/PWDs agribusiness training program	Goal 3	Lessons from women's program, adapted curriculum ready, accessible facilities	Sep-Dec 2027
HIGH PRIORITY	First annual Citizen's Guide to Gender Budget published	Goal 2	GRB data collected from FY2027 budget, analysis completed	Nov-Dec 2027
MEDIUM PRIORITY	Community scorecards piloted (3 counties)	Goal 5	Community engagement training completed; facilitators identified	Oct-Dec 2027
MEDIUM PRIORITY	Year 2 work planning incorporating lessons learned	All Goals	Results review completed, evidence synthesized, stakeholder input gathered	Oct-Dec 2027

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8.1.5 Dependency Map: Critical Relationships

The following relationships define the critical path where delays in prerequisite activities will cascade to dependent initiatives.

Figure 3:Dependency Map

8.1.6 Capacity Management Principles

To prevent institutional overload during the critical first eighteen months, the following principles guide implementation:

- Principle 1: No more than 3 major new initiatives launching simultaneously - Each implementation wave limits new launches to three major initiatives requiring substantial staff time, external procurement, or significant coordination. This prevents competing demands for senior management attention, procurement capacity, and partner engagement bandwidth.

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- Principle 2: Complete foundational systems before scaling dependent programs - Digital systems, M&E capacity, and infrastructure must reach functional status before program commencement or depending on how programs scale up. This sequencing prevents the common failure pattern where programs expand before support systems are developed to manage the load.

- Principle 3: Learn from pilots before full rollout - All major initiatives require the incorporation of pilot phases in selected counties or with limited cohorts before nationwide expansion. The 3–6-month period between pilot and scale-up incorporate lessons learned and correction of design flaws identified during initial implementation.

- Principle 4: Front-load capacity building to enable subsequent delegation - Staff training, system establishment, and process documentation concentrate in Waves 1-2, creating capabilities that enable delegation and decentralization occurring in later waves. This investment approach ensures capacity exists before responsibility transfers.

- Principle 5: Sequence for early visible quick-wins while building foundations The Women's Philanthropic Seed Fund launch in Wave 1 provides high-visibility demonstration of progress while foundational systems develop less visibly. This balance promotes stakeholder confidence and political support during the necessarily slow work of institutional transformation.

Table 17:Resource Allocation by Wave

Wave	Period	Budget Allocation	Percentage of Year 1-2 Budget	Rationale
Wave 1	Jan-Jun 2026	$18.85M	35%	Heavy investment in foundational systems and high-visibility quick wins
Wave 2	Jul-Dec 2026	$10.8M	20%	System operationalization and pilot program launches
Wave 3	Jan-Jun 2027	$15.4M	29%	Major program scale-up building on functional systems
Wave 4	Jul-Dec 2027	$8.1M	16%	Consolidation, learning, and strategic adjustment
Total 24 Months	Jan 2026-Dec 2027	$53.15M	100%	Represents 55% of total 5-year budget

The front-loading of investment in the first twenty-four months reflects the strategic imperative of establishing functional systems and demonstrating visible results early in the implementation period when key partners attention and stakeholder engagement are highest.

8.2 Program Implementation Guide and Coordination Mechanisms

Effective implementation requires robust coordination mechanisms that operate at multiple levels - within MGCSP, across government ministries, with development partners, and with civil society organizations. These mechanisms must balance the need for structured coordination with flexibility to respond to emerging opportunities and challenges.

8.2.1 Internal Coordination Structure

Table 18: Internal Coordination Mechanisms

Mechanism	Frequency	Participants	Purpose	Accountability
Senior Management Team	Weekly	Minister, Deputy Ministers, Directors	Strategic decisions on strategic plan budget allocation for all departments, programs, objectives and initiatives.	Minutes with action points, deadlines and responsibility tracked
Technical Coordination Committee	Bi-weekly	Directors, Program Managers, new Digital Literacy Coordinator	Coordinate 50+ initiatives across departments	Joint work plans developed and tracked with responsibilities
County Coordination Forum	Monthly	County Coordinators, National Directors	Two-way information flow, address field challenges	County action plans updated and tracked

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Mechanism	Frequency	Participants	Purpose	Accountability
			and highlight successes	with responsibility
Results Review Meeting ("Pause and Reflect" Sessions)	Quarterly	All senior staff, county coordinators	Track progress on 100+ KPIs, conduct structured learning analysis[58], adaptive management	Learning Briefs documenting insights and action points; revised implementation plans with tracked follow-up; documented learnings informing work plans and budget adjustments

- The Senior Management Team provides overall strategic direction and resolves issues that require high-level decision-making. This forum ensures alignment between political leadership and technical implementation while maintaining focus on the achievement of strategic objectives. The weekly frequency will provide a timely response to emerging trouble shooting issues while maintaining momentum for responsibility and accountability.

- The Technical Coordination Committee operationalizes strategic decisions through detailed planning and coordination. This mechanism identifies opportunities for joint programming, resolves operational conflicts, and ensures efficient resource utilization. By bringing together technical leaders from different departments, it breaks down working in silos and promotes integrated approaches.

- The County Coordination Forum addresses the historical disconnect between national and county operations. The monthly virtual meeting enables county coordinators to report challenges, share innovations, and receive guidance. It also provides national staff with ground-truth information essential for realistic planning. All county coordinators are expected to give an update on the progress of work, human resources, key activities tasks and program implementation

- The Quarterly Results Review Meetings will entail the engagement of the Minister, Deputy Ministers, National Directors and County Coordinators in assessing progress and identifying necessary actions for adjustments. The participatory sessions will build shared ownership of results while creating space for learning and adaptation. Involving these key internal stakeholders in quarterly review meetings would help to tap into diverse perspectives and build collective problem-solving capacity for sustainability.

8.2.2 Inter-Ministerial Coordination

Table 19: Inter-Ministerial Coordination Mechanisms

Ministry	Coordination Mechanism	Focus Areas	Meeting Schedule
Health	Sexual and Reproductive Health	One-stop centres	Monthly
Education	Girls Education Alliance	School retention, School Related Gender Based Violence (SRGBV) prevention, School enrolment for 5,000 girls, sign language in 15 institutions, digital literacy	Monthly
Justice, Internal Affairs and Health	GBV Response Committee	Legal aid, GBV prosecution, juvenile justice, clinical management of rape	Monthly
Agriculture	Women in Agriculture Platform	Land access, agricultural inputs, women focused agricultural value chains development through market access and finance	Quarterly
Finance	Gender Budgeting Committee	Resource allocation, budget tracking and accountability	Bi-annually
Youth & Sports	Youth Development	Adolescent programs, economic	Quarterly

[58] (What works? What does not? Why? What differently?)

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Ministry	Coordination Mechanism	Focus Areas	Meeting Schedule
	Coordination	opportunities	
Tourism	Ecotourism Development Committee	Climate-resilient ecotourism training for 500 women	Quarterly
Commerce	Cooperative Development Platform	Support for 450 women/PWD start-ups and 50 women's cooperatives	Bi-monthly
Housing Authority	Inclusive Housing Committee	10% social housing allocation	Quarterly
Labor	Child Labor Elimination Task Force	Reduce child labour from 28% to 10%	Monthly

Each coordination mechanism will operate with formal terms of reference that clarify objectives, membership, decision-making processes, and accountability measures. MGCSP designates senior staff as focal points for each mechanism, ensuring consistent representation and follow-up. Meeting schedules are synchronized with government planning cycles to ensure coordination influences resource allocation and program design.

The effectiveness of inter-ministerial coordination depends on creating mutual benefits rather than one-sided requests for support. MGCSP contributes gender expertise and community connections while partner ministries provide sectoral knowledge and resources. The Joint planning exercises is expected to identify shared objectives and complementary activities. Progress tracking will include ministry-specific and joint indicators to maintain accountability.

8.2.3 : Gender-Responsive Budgeting as Strategic Lever

Gender-responsive budgeting represents the most powerful mechanism through which MGCSP can advance gender equality beyond the Ministry's direct programming to influence resource allocation across the entire government. While MGCSP's direct budget allocation of 0.36% of the national budget limits the scale of programs the Ministry can implement, gender-responsive budgeting creates leverage enabling the Ministry to influence how other ministries allocate their substantially larger budgets totalling hundreds of millions of dollars annually. This section establishes the operational framework through which gender-responsive budgeting transforms from policy aspiration to implementation reality.

- The Gender Budgeting Committee: serves as the primary institutional mechanism through which gender considerations are systematically integrated into government budget processes. The committee would operate under Cabinet mandate with clear authority to review ministry budget proposals, enforce compliance with gender-responsive budgeting guidelines, and report publicly on government spending patterns.

Table 20:Gender Budgeting Committee Composition and Representation

Institution/Sector	Representative Position	Role and Contribution
Ministry of Finance and Development Planning	Director of Budget (Co-Chair)	Budget process authority, technical guidance on fiscal constraints and procedures
Ministry of Finance and Development Planning	Macroeconomic Policy Advisor	Policy coherence, alignment with national development priorities
Ministry of Gender, Children, and Social Protection	Deputy Minister for Research, Policy and Planning (Co-Chair)	Gender analysis expertise, strategic direction, ministerial authority
Ministry of Gender, Children, and Social Protection	Director of Policy and Planning	Technical coordination, guideline development, capacity building support
Line Ministries (3 rotating annually)	Budget Directors or Planning Directors	Practical implementation perspective, peer learning, sectoral expertise
Civil Society Organizations	Women NGO Secretariat Representative	External accountability, grassroots priorities, independent monitoring
Civil Society Organizations	Gender-focused advocacy organization representative	Technical expertise, public engagement, policy advocacy
Development Partners	UN Women Representative	International best practices, technical assistance, coordination
Development Partners	World Bank or AfDB Representative (alternate attendance)	Fiscal analysis, institutional strengthening support

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- Committee Mandate: Core Functions
  The committee's authority encompasses the following interconnected functions that collectively ensure gender considerations shape resource allocation throughout the budget cycle.

  - Budget Proposal Review and Assessment
    During the June to August budget formulation period, the committee examines draft budget submissions from all ministries using standardized assessment criteria. This systematic review evaluates whether proposed allocations reflect gender analysis based on needs and priorities, whether programs include specific interventions addressing gender gaps, whether resource levels align with stated gender equality objectives, and whether monitoring frameworks include sex-disaggregated indicators. Ministries receive written feedback specifying strengths and weaknesses with concrete recommendations for improvement before budget finalization.

  - Guideline Oversight and Compliance Monitoring.
    The committee monitors adherence to Gender-Responsive Budgeting Guidelines that define standards and procedures for applying gender analysis throughout budget formulation, execution, and reporting. Compliance monitoring includes assessment of whether budget submissions meet established requirements, provision of technical assistance to ministries demonstrating limited capacity, and escalation of persistent non-compliance to the Minister of Finance and Development Planning, and Cabinet when ministries fail to meet standards despite support.

  - Capacity Building and Technical Assistance.
    Effective gender-responsive budgeting requires technical skills that many ministry budget officers currently lack. The committee coordinates delivery of gender-responsive budgeting training to budget directors, program managers, and monitoring officers across all ministries. Adequate training provision could address how these officers identify gender-differentiated needs through stakeholder consultation, how to design programs to address rather than reinforce inequalities, how to allocate resources proportional to needs, and how to monitor differential impacts through sex-disaggregated data.

  - Public Reporting and Transparency.
    The committee produces an annual Citizen's Guide to the Gender Budget presenting government spending through a gender lens using accessible language and visual presentations. The guide analyses spending on programs targeting women and girls, highlights positive examples of effective gender-responsive resource allocation, identifies areas where spending perpetuates gender inequalities, and provides information enabling citizen engagement with budget priorities.

  - Policy Influence and High-Level Advocacy.
    The committee advises Cabinet and Parliament on gender implications of major budget decisions through gender analysis briefs during annual budget approval processes and technical briefings to parliamentary committees. This engagement ensures gender considerations influence consequential budget decisions rather than remaining confined to technical program discussions.

- Annual Work Plan: Aligning with the Budget Cycle
  The committee operates according to a structured work plan to sequence activities to align with government budget cycle timelines, ensuring that gender analysis informs decisions at each stage rather than occurring retrospectively.

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Table 21:Gender Budgeting Committee Annual Work Plan

Phase	Period	Key Activities	Deliverables	Responsible Parties
Preparation	Jan-Mar	• Update GRB Guidelines based on previous year lessons • Conduct committee member refresher training • Engage civil society for priority input • Establish rotating line ministry representatives	• Revised GRB Guidelines • Trained committee members • Civil society consultation report • Committee membership confirmed	• MGCSP (lead) • MFDP • UN Women
Proactive Engagement	Apr-Jun	• Convene workshops with ministry budget directors • Provide hands-on technical assistance during budget formulation • Review draft budget narratives for early feedback • Coordinate with GSIUs	• Training delivered to 15 ministries • Technical assistance reports • Early feedback to ministries • GSIU engagement documented	• Committee secretariat • MFDP Budget Department
Budget Review	Jul-Aug	• Systematic review of all ministry budget submissions • Apply standardized assessment rubric • Provide written feedback to all ministries • Conduct follow-up reviews for deficient submissions	• Assessment reports for 15 ministries • Written feedback with improvement recommendations • Follow-up technical support • Compliance tracking	• Full committee with technical working groups
Advocacy	Sep	• Prepare Gender Budget Analysis for Cabinet • Brief parliamentary committees on gender budget issues • Coordinate with women's parliamentary caucus • Submit recommendations for budget adjustments	• Gender Budget Analysis report • Parliamentary briefing materials • Recommended budget adjustments • Advocacy coordination minutes	• Committee co-chairs • MGCSP communications
Monitoring	Oct-Dec	• Review quarterly expenditure reports • Assess spending patterns vs. gender commitments • Follow up on discrepancies with ministries • Track execution of gender-specific programs	• Quarterly monitoring reports • Expenditure analysis • Ministry correspondence on discrepancies • Corrective action documentation	• MFDP (lead) • MGCSP M&E Division
Reporting & Learning	Dec	• Produce Citizen's Guide to the Gender Budget • Prepare annual report to Cabinet and Parliament • Conduct year-end committee review • Document lessons for next cycle	• Citizen's Guide published and disseminated • Annual report submitted • Lessons learned documentation • Next year's work plan approved	• Committee secretariat • Communications team

- The Citizen's Guide to the Gender Budget
  The annual Citizen's Guide transforms complex budget information into accessible analysis that enables citizen engagement and public accountability. The guide serves as the primary transparency mechanism through which government demonstrates whether spending aligns with gender equality commitments.

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- Content Structure: The guide comprises main sections presented through infographics, charts, and plain language narratives. The executive summary provides high-level findings accessible to general audiences, highlighting key spending trends and major gaps. The sectoral analysis examines how each ministry's budget addresses gender priorities within its mandate area, using concrete examples of programs and resource allocations. The progress tracking section compares current year spending with previous years, documenting trends toward or away from gender-responsive resource allocation. The spotlight section features three to five exemplary programs demonstrating effective gender-responsive budgeting worthy of recognition and replication. The citizen engagement section provides practical information on how citizens can participate in budget processes, contact their representatives, and advocate for improved gender-responsive resource allocation.

- Distribution and Engagement Strategy. The guide reaches diverse audiences through multiple channels including official launch event with media coverage generating public awareness, distribution to all members of Parliament with briefings for relevant committees, dissemination through civil society networks including women's organizations and community-based groups, placement on MGCSP and Ministry of Finance websites with social media promotion, simplified versions produced for radio & television broadcast in local languages reaching rural populations, and integration into civic education curricula used by civil society organizations conducting community outreach.

- Integration with Strategic Plan Implementation
  Gender-responsive budgeting connects directly to strategic goals while functioning as cross-cutting strategy amplifying impact across all program areas.

  - Goal 1: Institutional Transformation. Gender-responsive budgeting advances coordination by establishing systematic engagement between MGCSP and Ministry of Finance on resource allocation priorities. The capacity building activities develop gender analysis skills among budget officials across government, creating cadre of trained professionals who can apply gender lens beyond budget processes.

  - Goal 2: Policy Excellence. Gender-responsive budgeting operationalizes gender mainstreaming by creating accountability mechanism ensuring sectoral policies translate into funded programs. The annual gender budget analysis generates evidence regarding whether spending aligns with policy commitments, informing advocacy and assessing implementation effectiveness.

  - Goal 4: Strategic Partnerships. Gender-responsive budgeting addresses resource mobilization by influencing how existing government resources are allocated rather than depending solely on incremental increases or donor contributions. When ministries direct larger proportions of existing budgets toward gender-responsive programming, aggregate resource flow toward gender equality increases substantially.

  - Goal 5: Accountability and Legitimacy. Gender-responsive budgeting embodies transformation into transparent institution through systematic public reporting on spending patterns. Accessible budget information empowers citizen engagement, promotes accountability and responsible spending oversight mechanisms.

- Performance Monitoring
  The monitoring and evaluation framework incorporates specific indicators tracking whether gender-responsive budgeting achieves transformative impact on government resource allocation patterns.

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Table 22:Gender-Responsive Budgeting Performance Indicators

Indicator Type	Specific Indicator	Baseline (2025)	2027 Target	2030 Target	Data Source
Process Indicators	Gender Budgeting Committee meetings held annually	NA	4	4	Committee minutes
	Ministries receiving systematic budget review with written feedback	NA	15	15	Committee reports
	Citizen's Guide to Gender Budget produced and disseminated	No	Yes	Yes	Publication records
	Committee recommendations incorporated into approved budgets	Not tracked	40%	60%	Budget analysis
Output Indicators	Ministries meeting GRB standards (satisfactory compliance)	NA	10	15	Assessment reports
	Government officials trained in GRB with demonstrated competency	NA	100	250	Training records, assessments
	Budget narratives incorporating explicit gender analysis	20%	60%	90%	Document analysis
	Sex-disaggregated indicators in ministry M&E frameworks	35%	70%	95%	M&E framework review
Outcome Indicators	Proportion of government budget allocated to gender-specific programs	To be baselined 2026	+15% from baseline	+40% from baseline	Budget analysis
	Gender budget gap (needs vs. allocations)	To be calculated 2026	25% reduction	50% reduction	Gender analysis vs. budget
	Civil society rating of government GRB performance (1-10 scale)	To be baselined 2026	6.0	8.0	Annual CSO survey
	Gender parity in access to key government services	Varies by service	Measurable progress all services	Parity or 90%+ all services	Administrative data, surveys

- Resource Requirements and Sustainability
  Effective operation of the Gender Budgeting Committee and implementation of gender-responsive budgeting across government requires dedicated resources that enable consistent functioning rather than episodic activity dependent on individual champion availability.

  - Financial Resources.
    The strategic plan allocates $450,000 over five years for gender-responsive budgeting implementation including $180,000 for committee operations covering meeting costs, technical assistance provision, and reporting production; $150,000 for capacity building including training delivery, curriculum development, and ongoing technical support; $80,000 for Citizen's Guide production and dissemination covering design, printing, translation, and multi-channel distribution; and $40,000 for monitoring and evaluation including baseline studies, annual assessments, and civil society surveys.

  - Human Resources.
    Gender-responsive budgeting implementation requires dedicated staff capacity development within both MGCSP and Ministry of Finance and Development Plan. MGCSP assigns one senior policy analyst within the Department of Research, Policy and Planning serving as committee secretariat coordinator responsible for work plan implementation, two gender specialists providing technical assistance to line ministries during budget formulation, and one communications officer managing Citizen's Guide production and public engagement. Ministry of Finance assigns one budget analyst serving as committee co-secretariat managing budget review processes and one monitoring officer tracking budget execution patterns. This

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dedicated capacity ensures that gender-responsive budgeting receives sustained attention rather than competing unsuccessfully with other demands on generalist staff time.

- Sustainability Mechanisms.
  The strategic plan embeds gender-responsive budgeting within permanent government structures and procedures rather than treating it as project-based intervention dependent on external support. Cabinet mandate provides political authority ensuring committee recommendations receive serious consideration. Integration into Public Financial Management Act regulations planned for 2027 creates legal requirement for gender-responsive budgeting application. Incorporation of gender-responsive budgeting standards into General Auditing Commission audit protocols establishes accountability for compliance. Training of government budget officers builds internal capacity reducing dependence on external consultants. These sustainability mechanisms ensure gender-responsive budgeting institutionalizes as standard government practice rather than temporary reform that lapses when donor funding or political attention diminishes.

8.2.4 Development Partner Coordination

Coordination with development partners operates through multiple overlapping mechanisms that must be actively managed to avoid duplication and donor fatigue. The assessment revealed that poor coordination has led to parallel systems and competing demands on MGCSP's limited capacity.

- Gender Development Partners Group serves as the primary coordination mechanism, bringing together bilateral donors, UN agencies, and international NGOs. MGCSP will co-chair this monthly meeting with a rotating development partner, ensuring government leadership while maintaining cohesive partner engagement and program sponsorship overlap elimination. The group operates with four thematic sub-groups aligned with the following strategic objectives: GBV Prevention and Response, Women's Economic Empowerment, Child Protection Systems, and Institutional Strengthening.

- Joint Annual Reviews provide structured assessment of collective progress against national gender equality and child protection objectives. These reviews go beyond individual project evaluation to examine systemic changes and identify gaps requiring attention. MGCSP will lead the review process with technical support from partners, ensuring government ownership of findings and recommendations.

- Pooled Funding Mechanisms reduce transaction costs and promote coordinated programming. The Liberia Women Empowerment Project demonstrates successful pooling of World Bank resources with clear governance structures. MGCSP advocates for expanding pooled funding to other areas, particularly institutional strengthening where fragmented support has limited impact.

8.2.5 Civil Society Engagement

Civil society organizations play crucial roles as service providers, advocates, and accountability agents. However, the assessment revealed that engagement often remains transactional rather than strategic. The implementation framework establishes more systematic engagement approaches.

- CSO Partnership Framework defines different types of relationships including implementing partners for service delivery, advocacy partners for policy influence, and capacity building partners for institutional strengthening, and accountability partners for monitoring government performance. Each partnership type has specific engagement protocols and mutual expectations.

- Quarterly CSO Forums provide regular platforms for dialogue beyond project-specific interactions. These forums rotate focus across different aspects of MGCSP's mandate, enabling deep engagement on specific issues. CSO representatives help design forum agendas to ensure relevance. Documentation of discussions and commitments creates accountability for both government and civil society.

- Local Organization Capacity Building recognizes that sustainable service delivery requires strong local organizations. MGCSP commits 10% of program budgets to building partner capacity, focusing on financial

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management, program quality, and sustainability planning. This investment strengthens the overall ecosystem for gender equality and social protection work.

8.3 Change Management Strategy

Implementing this strategic plan requires fundamental changes in how MGCSP operates, from organizational systemic culture to systems and processes. The change management strategy recognizes technical solutions alone are insufficient; success requires addressing human dimensions of change including resistance, capacity, and motivation.

8.3.1 Understanding the Change Challenge

The capacity needs assessment revealed multiple dimensions of resistance to change within MGCSP. Some staff have developed coping mechanisms for system deficiencies and may resist new approaches that require learning different ways of working. Limited exposure to high-performing organizations often leads staff to accept current constraints as unchangeable. Previous failed reform efforts have created scepticism about new initiatives.

Beyond individual resistance, systemic factors complicate change management. Government-wide systems designed for control rather than performance create external constraints on MGCSP's flexibility. Political transitions that bring new leadership and priorities can derail sustained change efforts. Resource constraints mean change must largely happen within existing means rather than through significant new investments. Cultural norms that accept gender inequality could also create resistance to MGCSP's fundamental mission.

However, the assessment identified significant change assets. Many staff expressed frustration with current limitations and desire for improvement. Younger staff members demonstrate greater openness to new approaches and technologies. Success stories from other countries, particularly [59]the Rwanda study tour by the MGCSP, have created vision for what is possible. Development partner support provides both resources and external pressure for change.

8.3.2 Change Leadership Structure

Successful change requires visible, consistent leadership at multiple levels. The Minister serves as the chief change champion, communicating vision and maintaining political support for reform. This role includes protecting change initiatives from political interference, securing resources for priority reforms, and recognizing and rewarding change leaders throughout the organization.

- Change Management Team, comprising representatives from each department and different staff levels, leads day-to-day change implementation. This team is expected to meet weekly to assess progress, address resistance, and coordinate change activities. Membership rotates annually to build widespread change leadership capacity. The team will receive specialized training in change management approaches and has direct access to senior leadership for effective communication.

- Departmental Change Agents embedded within each unit champion specific changes relevant to each department’s focused areas. These agents will receive training in facilitation, conflict resolution, and coaching to support colleagues through transitions. These agents would identify early adopters who can influence peers and address resistance through peer support rather than top-down mandates. Recognition systems reward should be instituted for effective change agents to incentivized them for continued, sustained engagement.

[59] (MGCSP, 2024, Rwanda Study Tour)

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8.3.3 Communication Strategy for Change

Table 23: Change Communication Plan

Audience	Key Messages	Channels/Medium	Frequency	Responsibility
All Staff	Vision for transformation, progress & emerging issues updates, success stories	Town halls, official emails, virtual meetings/calls & WhatsApp	Monthly	Change Team
Senior Management	Strategic implications, resource needs, risk mitigation	Management meetings, briefings	Weekly	Minister
County Staff	How changes improve field operations, available support training and implementation support for staff	Video conferences, staff virtual meeting platform and newsletters	Bi-weekly	County Coordinators
Partners	Reform progress, collaboration opportunities and needs	Coordination meetings, reports	Quarterly	Deputy Ministers
Public	Improved services coming, accountability measures	Mainstream media, social media, community meetings	Quarterly	Communications Unit

Communication emphasizes how changes benefit different stakeholders rather than technical details of new systems. Messages acknowledge current frustrations while building hope for improvement. Success stories from early implementation build confidence and momentum. Two-way communication channels enable feedback and adaptation rather than one-way broadcasting of decisions.

Visual communication tools including infographics, process maps, and progress dashboards make complex changes understandable. Before-and-after comparisons demonstrate concrete improvements. Staff testimonials from those benefiting from changes influence skeptics more effectively than management messages. Regular repetition of key messages through multiple channels ensures penetration despite information overload.

8.3.4 Building Change Capacity

Implementing new approaches requires building specific change-related capacities beyond technical skills. This includes:

- Digital literacy training ensures all staff can utilize new information systems effectively. This includes basic computer skills, specific software applications, data security practices, and troubleshooting common problems. The training will accommodate different starting skill levels and learning paces.

- Collaborative working methods replace hierarchical, siloed approaches. Staff learn facilitation techniques, design thinking methodologies, project management approaches, and conflict resolution skills. These capacities enable cross-functional teams to work effectively on complex challenges. The approach will promote practice opportunities in low-stakes situations to build confidence before applying skills to critical initiatives.

- Adaptive management capabilities enable staff to work effectively in uncertainty. The training on adaptive management capabilities will cover rapid testing of new approaches, learning from failure without blame, adjusting plans based on evidence, and maintaining strategic direction amid tactical changes. Case studies from similar organizations are highly recommended to demonstrate the practical application of adaptive management principles.

- Emotional intelligence development helps staff navigate the interpersonal dimensions of change. This includes self-awareness about reactions to change, empathy for colleagues experiencing difficulties, communication skills for difficult conversations, and resilience in the face of setbacks. Coaching support should be extended to help individuals apply emotional intelligence in specific workplace situations.

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8.3.5 Managing Resistance

Resistance to change is natural and must be addressed constructively rather than suppressed. The strategy recognizes different types of resistance requiring different responses.

- Technical resistance based on legitimate concerns about new systems receives patient explanation and additional training.
- Political resistance from those losing power or privileges requires negotiation and sometimes firm management action.
- Cultural resistance based on deep-seated beliefs requires long-term engagement and demonstration of benefits.

Early adopters receive visible recognition and opportunities to influence system design, creating positive examples for others. MGCSP is expected to pilot implementations in receptive departments to demonstrate benefits before organization-wide rollout. Feedback mechanisms enable staff to voice concerns and suggest improvements, transforming potential resisters into co-creators of change.

When resistance persists despite engagement efforts, accountability measures ensure implementation continues. Performance evaluations include change adoption metrics. Persistent resisters may be reassigned to roles with less change impact. However, punitive measures remain a last resort after exhausting supportive approaches.

8.4 Risk Management Framework

Implementation of this strategic plan faces multiple risks that could derail progress or limit impact. The risk management framework provides systematic approaches to identify, assess, mitigate, and monitor risks throughout implementation.

8.4.1 Risk Assessment Matrix

Table 24: Strategic Risk Assessment

Risk Category	Specific Risk	Likelihood	Impact	Risk Level	Mitigation Strategy
Political	Leadership change disrupts priorities	High	High	Critical	Build cross-party support; embed in government systems
Financial	Budget shortfall for USD 74.5M requirement	High	High	Critical	Phased implementation prioritizing high-impact initiatives; aggressive resource mobilization
Operational	Managing 50+ simultaneous initiatives	High	High	Critical	Enhanced coordination mechanisms; dedicated program management support
Technical	Digital literacy infrastructure gaps	Medium	High	High	Partnership with telecoms; phased geographic rollout
Social	Resistance to child marriage elimination	High	Medium	High	Comprehensive Social and Behavioral Change strategy including formative research identifying specific beliefs and barriers requiring attention[60]
Environmental	Climate disasters disrupt operations	Medium	High	High	Build resilience; emergency protocols; flexible programming
Reputational	Corruption scandal damages trust	High	High	High	Strong controls, transparency, swift response protocols
Partnership	Donor fatigue reduces support	Medium	Medium	Medium	Diversify partners; strengthen government ownership
	Cooperative formation challenges	Medium	Medium	Medium	Technical support from Cooperative Development Agency

[60] Also include multi-channel communication campaigns delivering consistent messages through mass media and community platforms; social norm transformation methodology addressing collective expectations through community dialogues and public commitments

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8.4.2 Political Risk Management

MGCSP will implement a comprehensive political risk mitigation strategy to ensure continuity across political transitions. The Ministry will establish bi-partisan support by engaging parliamentarians from all political parties on gender equality and child protection initiatives, demonstrating measurable impacts that benefit all constituencies regardless of political affiliation. Key reforms will be embedded in legislation and regulations to survive leadership changes.

- Institutional memory systems: the Ministry will develop robust institutional memory systems through digital documentation of major decisions and processes. Career civil servants will receive enhanced protection and recognition to maintain institutional stability and memory retention. Standard operating procedures will reduce dependence on individual knowledge while overlap periods for political appointees will facilitate knowledge transfer.

- Rapid onboarding programs: MGCSP will establish rapid onboarding programs for new political leadership, including comprehensive briefing packages summarizing strategic priorities, current progress, and critical pending decisions. The Ministry will identify early wins achievable within new leaders' first 100 days. Development partners will provide consistent messaging about continuity in gender equality and child protection work.

8.4.3 Financial Risk Management

Financial risks require both short-term coping mechanisms and long-term sustainability strategies.

- Budget advocacy: MGCSP will intensify budget advocacy through evidence-based arguments demonstrating return on investment in gender equality and child protection. The Ministry will cultivate champions within the Ministry of Finance and legislature while building citizen demand for services through public campaigns.

- Expenditure optimization: MGCSP will optimize expenditures through activity-based costing to identify true costs and eliminate inefficiencies. The Ministry will explore shared services with other ministries to reduce overhead costs and prioritize technology investments that reduce long-term operational expenses. Geographic targeting will focus resources where needs are greatest rather than spreading resources thinly.

- Revenue diversification: The Ministry will diversify revenue sources through appropriate earned revenue strategies that exclude vulnerable populations. MGCSP will develop private sector partnerships leveraging corporate social responsibility resources and engage the diaspora to tap into contributions from Liberians abroad. Innovation funds will support testing of sustainable financing models.

8.4.4 Operational Risk Management

Operational risks threaten day-to-day implementation effectiveness.

- Human resource risks: The Ministry will implement succession planning for key positions while establishing mentorship programs to transfer knowledge from experienced to newer staff. MGCSP will develop competitive compensation packages within government constraints and create non-monetary incentives including professional development and recognition programs.

- System implementation risks: The Ministry will manage system implementation risks through phased rollouts enabling learning and adjustment before full implementation. MGCSP will maintain parallel running of old and new systems to prevent service disruption and establish strong vendor management with penalty clauses for non-performance. Staff ownership through participation in system design will increase adoption success, while contingency plans will prepare for system failures or delays.

- Quality assurance systems: MGCSP will establish quality assurance systems including standard operating procedures, regular audits, beneficiary feedback mechanisms, and continuous improvement approaches to institutionalize learning from implementation experiences.

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8.4.5 Social and Environmental Risk Management

Social resistance to gender equality programming requires sustained engagement strategies.

- Community entry protocols: MGCSP will implement community entry protocols to build trust before implementing challenging interventions and engage religious and traditional leaders as allies through dialogue identifying shared values. The Ministry will develop male champions demonstrating how gender equality benefits entire communities while sharing success stories from similar communities.

- Conflict-sensitive approaches: MGCSP will apply conflict-sensitive approaches through do-no-harm assessments identifying potential negative impacts. The Ministry will ensure inclusive programming, so no groups feel excluded while establishing grievance mechanisms for peaceful dispute resolution. Regular monitoring will track social dynamics enabling rapid response to emerging tensions.

- Climate resilience: The Ministry will build climate resilience through emergency response protocols ensuring continuity of critical services during disasters. MGCSP will establish flexible funding mechanisms enabling rapid reallocation for urgent needs and incorporate climate adaptation into program design including drought-resistant livelihoods and flood-resistant infrastructure. Partnerships with environmental organizations will provide technical expertise for climate-smart programming.

8.4.6 Risk Monitoring and Response

Table 25: Risk Monitoring Schedule

Risk Type	Monitoring Method	Frequency	Responsible	Response Trigger
Political	Leadership meetings, media analysis	Weekly	Minister	Change in key positions
Financial	Budget tracking, donor meetings	Monthly	Deputy Minister. Admin	10% variance
Operational	Performance reviews, system metrics	Quarterly	Directors	KPI below target
Technical	System reports, user feedback	Weekly	IT Manager	System downtime
Social	Community feedback, incident reports	Monthly	County Coordinators	Resistance incidents
Environmental	Weather monitoring, impact assessments	Seasonal	Programs	Disaster warnings

MGCSP will integrate risk monitoring into existing management processes to ensure systematic oversight without creating additional administrative burden. The Senior Management Team will conduct weekly reviews of high-level risks while technical teams monitor domain-specific risks within their operational areas. The Ministry will establish clear escalation protocols to ensure rapid response when risk thresholds are reached. Documentation of risk incidents and institutional responses will build organizational knowledge to continuously improve risk management capabilities.

8.5 County-Level Implementation

Strengthening county-level implementation represents a critical strategic priority for achieving nationwide coverage and reaching the most vulnerable populations. The current concentration of 79.2% of staff in Montserrado County fundamentally constrains MGCSP's capacity to fulfil its national mandate. The implementation framework establishes a systematic approach to strengthening county operations through phased deployment, progressive decentralization, and comprehensive support systems.

8.5.2 Phased County Strengthening Approach

Table 26: County Strengthening Phases

Phase	Counties	Timeline	Focus Areas	Resource Allocation
Wave 1	Bong, Nimba, Grand Bassa	Jan-Dec 2026	Infrastructure, GBV services, digital literacy pilots	30% of county budget
Wave 2	Lofa, Grand Cape Mount,	Jan-Dec	Child protection expansion, cooperative	30% of county

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Phase	Counties	Timeline	Focus Areas	Resource Allocation
	Margibi, Maryland	2027	formation	budget
Wave 3	Grand Kru, Sinoe, River Gee, Gbarpolu	Jan-Dec 2028	Social protection scale-up, PWD services	25% of county budget
Wave 4	Rivercess, Grand Gedeh, Bomi, Montserrado	Jan 2029-Dec 2030	Full-service integration, sustainability measures	15% of county budget

The phased approach enables concentrated investment to achieve demonstrable results while incorporating lessons learned from early implementation. Wave 1 counties are strategically selected based on high vulnerability indicators, reasonable accessibility, and potential for generating demonstration effects. Each subsequent wave incorporates lessons from previous implementations to improve efficiency and effectiveness.

8.5.3 Progressive Decentralization Framework

MGCSP will implement progressive decentralization to empower county offices to respond effectively to local priorities and contexts.

- Delegation frameworks: The Ministry will establish clear delegation frameworks specifying decisions that can be made at county level versus those requiring national approval. Initial delegation will encompass operational decisions within approved budgets, selection of local implementing partners, adaptation of national programs to local contexts, and emergency response within established protocols.

- County budget allocations: The Ministry will provide county offices with predictable budget allocations for local programming, beginning with 5% of program budgets managed at county level and increasing to 20% by year five as institutional capacity strengthens. Clear guidelines will ensure funds support strategic priorities while allowing flexibility for local innovation. Quarterly reporting requirements will maintain accountability while avoiding excessive oversight.

- Local partnership authority: County coordinators will receive authority to establish partnerships with civil society organizations, traditional leaders, and private sector actors without seeking approval for individual engagements. Standardized partnership criteria and due diligence procedures will ensure quality while enabling rapid response to emerging opportunities.

8.5.4 County Support Systems

Effective decentralization requires robust support systems from the national level.

- Technical backstopping: The Ministry will provide technical backstopping through national specialists conducting quarterly visits to deliver training, address implementation challenges, and maintain quality standards. Regular virtual support between visits will ensure continuous technical assistance.

- Peer learning networks: MGCSP will establish peer learning networks connecting county coordinators facing similar operational challenges. Monthly virtual meetings will rotate focus across different technical areas while an annual county coordinators retreat will provide intensive knowledge exchange and strategic planning opportunities. The Ministry will systematically document innovations and lessons learned to facilitate replication of successful approaches across the county network.
- Performance incentives: The Ministry will implement performance incentive systems to recognize and reward exceptional county performance. Quarterly recognition programs will acknowledge outstanding service delivery, innovative programming approaches, and effective partnership development. Career advancement opportunities will prioritize staff with demonstrated success in county operations. Additional resources will flow to high-performing counties while maintaining appropriate support to counties facing implementation challenges.

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9. Monitoring, Evaluation, and Learning

9.1 Results Framework

The Results Framework for MGCSP provides a comprehensive structure linking strategic goals to measurable outcomes and outputs. This framework serves as the foundation for tracking progress, ensuring accountability, and facilitating evidence-based decision-making throughout the strategic plan implementation period.

9.1.1 Results Chain Architecture

The results framework follows a hierarchical structure that establishes clear causal linkages between activities and intended impacts. At the highest level, the framework connects to Liberia's Vision 2030 aspiration for "a society of gender equity, empowerment and opportunities for all." This national vision flows down through MGCSP's institutional vision of equality, protection, and participation for all women, children, and vulnerable populations.

The five strategic goals form the pillars of the results framework, each decomposed into specific objectives, outcomes, and outputs. This decomposition ensures that every activity contributes to higher-level results while maintaining flexibility for adaptive management based on implementation experience.

9.1.2 Strategic Goals and Outcome Indicators

Table 27: Strategic Goals and Primary Outcome Indicators

Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
Impact Level	Gender equality and social protection outcomes nationally (Liberia's Gender Inequality Index ranking among measured countries)	161 out of 166 countries (2024)	158/166	154/166	148/166	143/166	135/166	UNDP Human Development Report	Annual	Country;
Goal 1: Institutional Transformation	Composite institutional capacity index (measuring systems functionality, staff competence, infrastructure adequacy, and service delivery effectiveness	Established Baseline Q1 2026 through institutional capacity assessment	55%	65%	73%	80%	85%	Annual institutional capacity assessment using Civil Service Agency framework	Annual	Department; County;

[61] Indicators use differentiated collection frequencies appropriate to data type. Administrative data from management information systems enables more frequent tracking (monthly/quarterly), while population-level surveys occur less frequently (annual/biannual) due to cost and respondent burden. Short-term trends are monitored through administrative data while surveys validate and calibrate these trends periodically.

[62] All indicators will be disaggregated at minimum by gender and county. Additional disaggregation dimensions are specified per indicator based on equity priorities and will be applied systematically in data collection tools and analysis protocols. Where baseline disaggregated data does not exist, establishment of disaggregation capacity is a Year 1 priority.

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
	using standardized assessment tool)									
	Geographic equity in staff deployment (percentage of total staff deployed outside Montserrado County)	20.8%	24%	28%	32%	36%	40%	HR deployment records and payroll database	Quarterly	County; Gender; Position level;
	Digital system operational performance (percentage uptime of integrated management information systems with active user adoption above 70%)	Paper-based fragmented systems	System deployed, 85% uptime	90% uptime, 50% user adoption	95% uptime, 70% adoption	97% uptime, 80% adoption	System performance monitoring logs and user activity reports	System performance monitoring logs and user activity reports	Monthly	System; Module. User category;
	HR management system functionality (percentage of staff with current job descriptions and completed performance appraisals within past 12 months)	73% with job descriptions (JDs), 0% appraisals	80% JDs, 30% appraisals	90% JDs, 50% appraisals	95% JDs, 70% appraisals	98% JDs, 85% appraisals	100% both	HR database and performance management records	Quarterly	Department; Position level. County;
	County operational capacity (number of county offices meeting minimum operational standards: functional office space, standard equipment kit, internet connectivity, trained staff, and quarterly supervision visits received)	3 counties partially meeting standards	6	9	11	13	15 counties fully meeting standards	Facility assessment reports using standardized checklist	Semi-annual	County; Standard; Component;
	Process digitization	0%	15%	35%	55%	75%	90%	Digital	Annual	Department;

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
	coverage							transformation audit and process inventory		Process type;
Goal 2: Policy Excellence	Evidence-based policy adoption (number of policies developed with funded implementation plans, based primarily on internal MGCSP research and analysis rather than external consultants)	Established Baseline Q1 2026: current ratio of internal vs external policy development	3 policies (40% internal capacity)	6 policies (45% internal)	9 policies (50% internal)	12 policies (55% internal)	15 policies (60% internal capacity)	Policy repository tracking authorship, research citations, and funding status	Annual	Policy area; Development approach;
	Gender mainstreaming institutionalization (number of ministries with functional Gender and Social Inclusion Units: dedicated staff, annual work plans, budget allocation, and documented gender assessments conducted)	6 ministries with GSIUs (functionality varies)	8 functional	10 functional	12 functional	14 functional	15 fully functional	Ministry organizational assessments and GSIU annual reports	Annual	Ministry. GSIU functionality dimension;
	Policy influence and uptake (percentage of MGCSP policy recommendations formally adopted by Cabinet or Parliament within 24 months of submission)	Established Baseline; Q1 2026 through policy tracking review	35%	45%	55%	65%	70%	Cabinet decisions, parliamentary records, and policy adoption tracking database	Semi-annual	Policy area. Target institution;
	Gender-responsive budgeting implementation (number of ministries	2 ministries	5 ministries	8 ministries	11 ministries	13 ministries	All ministries	Budget submission records and gender expenditure	Annual	Ministry. Budget allocation level;

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
	submitting mandatory gender budget statements AND allocating measurable resources to gender-specific programs)							analysis		
	M&E professional capacity (number of staff certified in monitoring and evaluation through recognized national or international programs, actively conducting M&E functions)	0 certified staff	4 certified	8 certified	12 certified	16 certified	20 certified and practicing	Certification records, training database, and M&E function assignments	Semi-annual	Certification level, Gender, Assignment
	Integrated information systems functionality (Excel-based Gender Information Management System operational: data collection protocols standardized, county-level data submission rate above 90%, and monthly analytical reports produced)	No integrated system, fragmented data collection	System designed, protocols developed	50% county compliance, quarterly reports	75% compliance monthly reports	90% compliance, quality >85%	95% compliance, quality >90%, real-time dashboards	System functionality assessment, and data quality quality audits	Quarterly	Data module; County submission rate;
	Stakeholder perception of MGCSP policy credibility (percentage of government ministries, development partners, and CSOs rating MGCSP as "effective" or "very effective" policy agent on gender and social protection issues, scale	Baseline established; Q2 2026 through stakeholder perception survey	50% rate effective	58%	65%	73%	80%	Annual stakeholder perception survey using standardized questionnaire	Annual	Stakeholder category: Policy area assessed;

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
	1-5)									
Goal 3: Comprehensive Service Delivery	GBV empowerment service coverage (cumulative number of GBV survivors receiving comprehensive empowerment packages: economic support, psychosocial counseling, legal aid, and safety planning)	0 receiving comprehensive packages	2,000	5,000	8,500	12,000	15,000 cumulative	Case management system and service delivery records	Quarterly	Age group. Disability status. County. Violence type;
	SGBV incidence reduction (percentage reduction in physical and sexual violence prevalence among women aged 15-49)	33% prevalence (DHS 2019-20)	30% (9% reduction)	27% (-18%)	23% (-30%)	19% (-42%)	16.5% (50% reduction)	National Demographic and Health surveys, and annual SGBV monitoring surveys	Bi-annual survey, and quarterly administrative data	Age. Disability, Urban/rural; County;
	Women's economic empowerment outcomes (number of women participating in agribusiness cooperatives OR individual enterprises supported through seed fund demonstrating income increase above 30% from baseline)	0 women in funded enterprises	3,000 women (income baseline)	8,000 (+30% income)	14,000 (+35% income)	19,500 (+40% income)	25,000 (+45% income sustained)	Enterprise monitoring system, income verification surveys, and cooperative records	Semi-annual income tracking	Enterprise type (coop vs individual), County, Sector, Age;
	Women's leadership and representation (percentage of women in government leadership positions: Parliament, ministerial	11% local government, 12.3% Parliament, 33% national government	15% local, 12.3% Parliament	18% local, monitor Parliament	22% local, election year	25% local, post-election assessment	30% local, measurable Parliamentary improvement	Government employment records, parliamentary roster, electoral commission data	Annual (except electoral cycle for Parliament)	Level of government; Position type;

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
	positions, county superintendent/assistant, and traditional leadership)									
	Financial inclusion for vulnerable populations (percentage of women, PWDs, and other vulnerable group members with active formal financial accounts: bank, mobile money, or microfinance)	44% women have financial access	50% vulnerable populations	58%	65%	70%	75%	Financial inclusion surveys coordinated with Central Bank	Annual	Gender. Disability status. Age. County. Account type;
	Child protection service coverage (number of children accessing formal protection services: case management, family support, alternative care, or protection from violence/exploitation/abuse)	50,000 children	80,000	110,000	140,000	170,000	200,000	Child Protection information system and service delivery records	Quarterly	Age. Gender. disability, Service type; County;
	Child labor elimination progress (percentage of children aged 5-17 engaged in child labor as defined by ILO conventions)	28%	25%	22%	18%	14%	10%	Labor force surveys and school enrollment administrative data	Annual labor survey, quarterly school data	Age. Gender. Sector. County, Urban/rural
	Child marriage elimination (percentage of girls married before age 18)	36%	30%	24%	18%	10%	0% (complete elimination)	Community monitoring systems, civil registration data, and household surveys	Quarterly community monitoring, annual survey	Age at marriage. County. Rural/urban;

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
	Social protection coverage expansion (number of vulnerable group members receiving regular cash transfers meeting adequacy threshold of 20% household consumption)	10,000 beneficiaries	11,000	12,500	13,500	14,800	16,000	Social Registry Information System and payment records	Monthly payment data, quarterly adequacy assessment	Vulnerability category. Gender of household head. Disability status. County;
	Social registry coverage (number of households profiled in national social registry with verified vulnerability assessment and contact information)	10,000 households	100,000	200,000	300,000	375,000	450,000	Social Registry Information System	Quarterly	County. Vulnerability score. Household composition;
	PWD employment integration (percentage of new public sector positions allocated to persons with disabilities, with retention rate above 80% after 12 months)	<1% allocation, retention not tracked	2% allocation	3% allocation	4% allocation, 78% retention	4.5% allocation, 80% retention	5% allocation, 85% retention	Civil Service Agency employment records and HR retention tracking	Quarterly hiring data, annual retention assessment	Gender; Disability type; Ministr. Position level
	Service quality and beneficiary satisfaction (percentage of service beneficiaries rating services as "satisfactory" or "very satisfactory" on quality dimensions: accessibility, respect, effectiveness, and timeliness)	Baseline to be established Q2 2026 through beneficiary satisfaction survey	60%	68%	73%	78%	85%	Quarterly beneficiary satisfaction surveys using standardized tool	Quarterly	Service type. County. Beneficiary demographics

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
Goal 4: Strategic Partnerships and Resource Mobilization	Government budget allocation sustainability (MGCSP allocation as percentage of total national budget)	0.36%	0.45%	0.55%	0.70%	0.85%	1.0%	National budget documents and appropriation acts	Annual	Budget category (personnel vs programs)
	Resource mobilization diversification (total annual resources mobilized from all sources, with no single source exceeding 40% of total)	$4.8M (high donor concentration)	$7.2M, max source 38%	$9.5M, max 36%	$11.5M, max 35%	$13.2M, max 33%	$14.7M annually, max source 30%	Financial management system and donor contribution tracking	Quarterly	Funding source. Program area. Restriction level
	Private sector engagement depth (number of companies with active CSR partnership agreements contributing resources AND participating in coordination mechanisms)	0 formalized partnerships	5 companies	8 companies	12 companies	16 companies	20 companies	Partnership registry, contribution records, and meeting attendance logs	Quarterly	Sector. Contribution type. Geographic focus.
	Partnership effectiveness (percentage of partnership agreements with documented joint programs implemented, mutual accountability mechanisms functioning, and satisfaction ratings above 75% from both parties)	Baseline to be established Q2 2026 through partnership assessment	60% effective	68%	73%	78%	85%	Partnership performance assessments using standardized rubric	Semi-annual	Partner type. Program area.
	Civil society	Baseline to be	15 CSOs	25 CSOs	35	48	60 companies	Capacity	Annual	CSO size/focus;

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
	implementation capacity (number of CSO partners meeting institutional capacity standards: financial management, M&E systems, governance structures, and technical program quality)	established Q1 2026 through CSO capacity assessment	meeting standards					assessment reports using standardized tool		Program focus, Geographic coverage; Women-led status;
	Partnership inclusivity (percentage of CSO implementing partners that are women-led organizations OR explicitly represent marginalized groups in governance and programming)	Baseline to be established Q1 2026 through partner demographic mapping	35%	42%	48%	53%	60%	Partner organizational assessments and demographic profiles	Annual	Partner type. Marginalized group. Represented
Goal 5: Accountability and Legitimacy	Stakeholder confidence in MGCSP (percentage of government ministries, partners, and CSOs rating MGCSP as trustworthy and effective across dimensions: transparency, responsiveness, technical competence, and coordination)	Baseline to be established Q2 2026 through stakeholder trust survey	55%	63%	70%	78%	85% satisfaction	Annual stakeholder survey using validated trust measurement instrument	Annual	Stakeholder category. Trust dimension. Interaction type;
	Financial accountability compliance (audit opinion status from General Auditing Commission)	No audit conducted in 4 years	Qualified Opinion	Qualified Opinion	Unqualified with emphasis matters	Unqualified opinion	Clean audit opinion	General Auditing Commission annual audit reports	Annual	Audit finding category;

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
	Transparency in public reporting (number of public reports published annually across categories: financial, programmatic, partnership, and impact, with accessibility features for diverse audiences)	0 systematic public reports	6 reports	10 reports	14 reports	18 reports	20+ reports	Publication records and website analytics	Quarterly publication, annual accessibility assessment	Report type. Accessibility feature. Distribution channel;
	Beneficiary awareness and access (percentage of target populations aware of MGCSP services available to them and knowing how to access support, disaggregated by vulnerable groups)	Baseline to be established Q3 2026 through community awareness survey	40% awareness	50%	60%	70%	80%	Community awareness surveys using standardized questionnaire	Semi-annual	Service type, County. Gender. Disability. Rural/urban
	Grievance responsiveness (percentage of beneficiary grievances acknowledged within 48 hours AND resolved within 30 days, with satisfaction rating on resolution process)	No systematic grievance tracking	System operational, 70% timely response, 60% resolved	80% acknowledged70 % resolved, 65% satisfaction	85% acknowledged80 % resolved, 70% satisfaction	88% acknowledged85 % resolved, 75% satisfaction	90% acknowledged timely, 90% resolved within 30 days, 80% satisfaction	Grievance tracking system and resolution logs	Monthly	Grievance type. County Beneficiary demographics;
	Community accountability mechanisms (number of counties with functional community scorecard systems: quarterly scoring sessions held, community feedback	0 counties	3 counties	6 counties	9 counties	12 counties	15 counties	Scorecard reports and community feedback documentation	Quarterly	By county, by program scored

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Strategic Goal	Primary Outcome Indicators	Baseline	2026	2027	2028	2029	Target (2030)	Data Source	[61]Collection Frequency	[62]Disaggregation By
	documented, and corrective actions implemented)									
	Extent of evidence-informed decision-making (percentage of major programmatic and policy decisions documented with explicit reference to monitoring data, evaluation findings, or research evidence in decision justification)	Baseline to be established Q1 2026 through decision documentation review	40%	50%	60%	70%	80%	Decision documentation analysis using content review protocol	Semi-annual	Decision type. Evidence type utilized;

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9.1.3 Departmental Results Frameworks

Each department is expected to maintain detailed results frameworks aligned with the overall strategic framework while addressing specific mandates and operational requirements.

- Department of Gender Results Framework
  The Department of Gender's results framework emphasizes measurable changes in women's status and opportunities. Key outcome areas include reduced gender-based violence with specific targets for survivor empowerment packages, increased women's economic participation through cooperatives and individual enterprises, and enhanced access to education and digital skills for women and vulnerable groups. The framework tracks specific outputs including 15,000 GBV survivors receiving comprehensive empowerment support, 50 cooperatives established with 20-30 members each, 5,000 vulnerable girls enrolled in school with support, and 10,000 individuals completing digital literacy training.

- Department of Children and Social Protection Results Framework
  This framework focuses on protective environments for children and comprehensive social protection systems. Outcome indicators track child labour reduction from 28% to 10%, complete elimination of child marriage tracked through community-level monitoring, nationwide coverage of child protection services reaching 200,000 children, sign language capacity in 15 educational institutions, assistive technology provision to 500 PWDs, 800 PWD scholarships awarded and tracked, and inclusive social housing provision with 10% allocation targets.

- Department of Research, Policy and Planning Results Framework
  The framework emphasizes evidence generation and utilization with outcomes including improved policy quality, enhanced monitoring and evaluation functionality, increased evidence-based decision-making, and strengthened strategic planning. Indicators include tracking ministries with functional Gender and Social Inclusion Units, increasing from zero to fifteen by 2030. The framework monitors gender-responsive budgeting implementation across all ministries, gender audit scores achieving above 85% compliance, and the functionality of the Gender Information Management System.

- Department of Administration Results Framework
  Administrative excellence underlies all programmatic achievements with outcomes including improved operational efficiency, enhanced staff performance, strengthened financial management, and effective resource utilization. Outputs measure HR systems functionality, financial reporting timeliness, procurement efficiency, and communication effectiveness.

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9.2 Performance Monitoring Plan

The performance monitoring plan has been structured to accommodate the scope of initiatives and the implementation timeline with significant front-loading of activities in the short-term phase.

Table [63]28. Key Performance Indicators by Implementation Phase

Strategic Issue	Short-term Indicators (Jan 2026-Jun 2027)	Medium-term Indicators (Jul 2027-Dec 2028)	Long-term Indicators (Jan 2029-Dec 2030)
1. Institutional Dysfunction and Geographic Inequity			
Systems & Digitalization	• Knowledge Management System operational • ERP system deployed • 100% staff trained in digital competency • Digital Document Management System functional • ICT Infrastructure & Cybersecurity training completed • Inter-departmental coordination mechanisms established	• 60% of core processes digitized • Digital M&E Platform operational in 10 counties • Real-time data collection functional • Integrated Database operational • 99% system uptime achieved	• 90% of core processes digitized • 99% system uptime maintained • All 15 counties with digital systems • Cloud-based systems optimized • Cybersecurity protocols institutionalized
Geographic Equity	• 3 counties (Bong, Nimba, Grand Bassa) with upgraded infrastructure • Standard operating kits deployed in 6 counties • Staff redistribution achieving 24% in counties • Quarterly logistics supply cycle operational • Field Operations training completed	• 10 counties with upgraded infrastructure • Standard operating kits in all 15 counties • 32% of staff deployed in counties • 15 county offices with electricity access • County-managed budgets reach 10%	• All 15 counties fully operational • 40% of staff deployed in counties • 100% county electricity access • County-managed budgets reach 20% • Rural-urban service parity achieved
Human Capacity	• Performance Management System operationalized • 100% staff with job descriptions • Strategic Leadership training (100 leaders) • Professional Communication training completed • Staff Wellness program launched • Peer Learning networks established	• Career Progression Framework operational • 70% staff with completed performance appraisals • Staff retention rate >90% • Succession planning functional • 50% management decisions evidence-based	• 100% staff with annual performance appraisals • Career pathways institutionalized • Knowledge transfer systems embedded • Staff engagement score >80% • Leadership pipeline established
2. Inadequate Resource Mobilization and Donor Dependency			
Government Budget	• Government budget allocation: 0.45% • Budget execution rate: 70% • Foundation Resource Mobilization program	• Government allocation: 0.70% • Budget execution rate: 80% • Financial Sustainability framework operational	• Government allocation: 1.0% achieved • Budget execution rate: 90% • Efficiency savings: $2.1M annually

[63] Note: This table provides a simplified overview of key implementation milestones by phase. For the complete Results Framework with SMART indicators, baselines, and annual targets linked to Strategic Goals 1-5, see Section 11: Strategic Results Framework Tables (Tables 35-40)

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Strategic Issue	Short-term Indicators (Jan 2026-Jun 2027)	Medium-term Indicators (Jul 2027-Dec 2028)	Long-term Indicators (Jan 2029-Dec 2030)
	implemented • Budget advocacy campaign launched	• Cost recovery mechanisms generating $200K annually	• Sustainable financing model operational
Donor Diversification	• Resource mobilization: $7.2M annually • 5 CSR partnerships established • Foundation Resource Mobilization program implemented • Private foundations engaged: 3-5 foundations • CSR partnerships: 3 companies contributing • Donor concentration: Largest single source = 38% of total • Funding sources: 8-10 distinct sources • UN agency partnerships: UNICEF, UNFPA, UN Women commitments secured	• Resource mobilization: $11.5M annually • Pooled funding mechanisms with 5 donors • Advanced Resource Mobilization strategies operational • Advanced Resource Mobilization strategies operational • Private foundations engaged: 8-10 foundations • CSR partnerships: 12 companies contributing $1.4M annually • Donor concentration: Largest source = 35% of total • Funding sources: 15+ distinct sources • Bilateral donor expansion: Swedish, Irish Aid, others engaged	• Resource mobilization: $14.7M annually • 20 CSR partnerships active • No single donor >30% of funding • Private sector contributes $2M annually • Sustainable diversification achieved: No single donor >30% • Private foundations: 12+ active partnerships • CSR partnerships: 20 companies contributing $2M annually • Funding sources: 20+ distinct sources • Pooled funding mechanisms: 3-5 multi-donor funds operational • South-South cooperation: Regional partnerships generating resources
Partnership Effectiveness	• CSO Partnership Framework operational • 18 CSOs meeting capacity standards • Foundation engagement program launched • Stakeholder Engagement mechanisms established	• 38 CSOs meeting standards • 15 functional partnership agreements • Quarterly CSO forums institutionalized • Partnership satisfaction >75%	• 60 CSOs meeting standards • 25 functional partnership agreements • Partnership effectiveness >85% • Local organizations leading 40% of programs
3. Absence Of Evidence-Based Programming and Accountability			
M&E Systems	• M&E Centre of Excellence established • 8 M&E staff certified • Foundational M&E Competency training (100% staff) • Data Quality Assurance systems functional • Digital M&E Platform piloted (5 counties)	• 16 M&E staff certified • Digital M&E Platform: 15 counties • Data quality score: 90% • Real-time dashboards operational • National Statistical System integration: 70%	• 20+ M&E staff certified • 100% programs using standardized M&E • Data quality score: >90% • SDG indicators: 100% reporting • M&E informing 80% of decisions
Research & Policy	• Advanced M&E Analytics program operational • Strategic Planning Excellence training completed • GBV data repository established • Sex/age-disaggregated data: 60% integrated • Policy development: 28% internal capacity	• Evidence-Based Policy capacity: 44% internal • Gender Information Management System functional • Best practices documentation: 300+ • Policy Communication program operational • 10 policies with funded implementation plans	• 60% internal policy development capacity • 15 evidence-based policies with funded plans • 500+ best practices documented • Policy influence rating: High • 70% policy recommendations adopted
Financial Accountability	• FMIS training completed • Advanced Financial Analysis capacity developed • Policy-Based Budgeting training completed	• IPSAS transition 50% complete • Financial reporting errors <10% • Budget-plan alignment: 100%	• IPSAS transition complete • Clean audit opinion achieved • Financial reporting errors <5%

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Strategic Issue	Short-term Indicators (Jan 2026-Jun 2027)	Medium-term Indicators (Jul 2027-Dec 2028)	Long-term Indicators (Jan 2029-Dec 2030)
	• Accounting Systems modernized • Internal Audit systems strengthened • Procurement competency training (100% staff)	• Qualified audit opinion achieved • Value for Money assessments: 5+ conducted • International Procurement compliance: 100%	• Cost savings from VfM: 15% • Audit findings: 0 critical • PPCC compliance: 100%
4. Service Delivery Gaps			
GBV Prevention & Response	• 3,000 GBV survivors with empowerment packages • Protection infrastructure in 3 counties • Safe homes operational in 7 counties • SASA prevention in 150 communities • 10,000 men and boys engaged as allies • GBV incidence: 57%	• 8,500 GBV survivors supported (cumulative) • Safe homes in 13 counties • SASA in 400 communities • 35,000 men/boys engaged • GBV incidence: 48% • SGBV incidence: -30% reduction	• 15,000 GBV survivors empowered (cumulative) • Safe homes in all 15 counties • SASA in 600 communities • 50,000 men/boys as allies • GBV incidence: 35% (50% reduction) • SGBV incidence: 50% reduction achieved
Women's Economic Empowerment	• 700 women in business plan training • 75 cooperatives/enterprises selected for seed funding • International Fund Manager operational • 3,000 women with baseline income data • Financial inclusion: 50%	• 50 cooperatives operational (20-30 members each) • 450 individual enterprises funded • 14,000 women with >30% income increase • Aftercare support services functional • 500 women in ecotourism training • Financial inclusion: 65%	• 50 cooperatives sustainable (1,000-1,500 women) • 450 enterprises with >45% income increase • 25,000 women receiving entrepreneurial support • 2,500 jobs created • 500 women in ecotourism enterprises • Financial inclusion: 75%
Veterans & PWDs	• Veterans/PWDs Seed Fund established ($12M) • 300 veterans/PWDs in agribusiness training • Fund Manager for PWD program selected • 75 PWDs with assistive technology • 120 PWD scholarships awarded	• 1,500 veterans/PWDs trained • 150 veteran/PWD enterprises funded • 300 PWDs with assistive technology • 440 PWD scholarships awarded • 3% public sector jobs to PWDs	• 3,000 veterans/PWDs trained • 300 veteran/PWD enterprises operational • 500 PWDs with assistive technology • 800 PWD scholarships awarded • 5% public sector jobs to PWDs • 80%+ job retention rate
Child Protection	• Child protection services in 80,000 children • Birth registration: 60% • Child labour: 25% • Child marriage: 30% • 30 individuals in sign language training • Crisis response protocols operational	• 140,000 children accessing services • Birth registration: 80% • Child labour: 18% • Child marriage: 18% • 110 sign language trained • 15 institutions with sign language capacity	• 200,000 children accessing services • Birth registration: 95% • Child labour: 10% • Child marriage: 0% (eliminated) • 200 sign language certified • Children with special needs: 1,500 supported
Education & Digital Literacy	• 800 vulnerable girls enrolled with support • 1,500 individuals in digital literacy training • School retention rate: 85% • 50,000 girls with menstrual hygiene support • Women's leadership training: 100	• 2,900 girls enrolled (cumulative) • 5,500 digital literacy graduates • School retention rate: 90% • 150,000 girls with hygiene support • Women in leadership positions: 20% local govt	• 5,000 girls supported (cumulative) • 10,000 digital literacy graduates (40% employed) • 90% school retention • 300,000 girls with hygiene support

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Strategic Issue	Short-term Indicators (Jan 2026-Jun 2027)	Medium-term Indicators (Jul 2027-Dec 2028)	Long-term Indicators (Jan 2029-Dec 2030)
			• Women in leadership: 30% local, 40% national
Social Protection	• 5,000 vulnerable members with cash transfers • Social registry: 100,000 households • 500 CSR beneficiaries • Financial inclusion programs operational	• 11,000 receiving cash transfers • Social registry: 300,000 households • 2,500 CSR beneficiaries • Shock-responsive mechanisms tested • 6% social housing inclusive	• 16,000 receiving cash transfers • Social registry: 450,000 households • 5,000 CSR beneficiaries • Emergency scale-up protocols in 15 counties • 10% social housing inclusive
5. Systematic Exclusion Of Beneficiaries and Stakeholders			
Beneficiary Engagement	• Grievance redress mechanisms in 3 counties • 70% grievances acknowledged within 48hrs • Community scorecards piloted (3 counties) • Beneficiary awareness: 40% • Community Engagement training completed	• Grievance mechanisms in 10 counties • 85% resolved within 30 days • Community scorecards in 9 counties • Beneficiary awareness: 60% • Feedback informing 60% of program adjustments	• Grievance mechanisms in all 15 counties • 90% resolved within 30 days • Community scorecards in all counties • Beneficiary awareness: 80% • 80% satisfaction with resolution process
Transparency & Communication	• 6 public reports published • Stakeholder engagement forums: 2 held • Data sharing framework developed • Community discrimination reduction program launched	• 14 public reports published • Quarterly stakeholder forums institutionalized • Gender Budgeting Committee operational (4 meetings/year) • Citizen's Guide to Gender Budget published • Stakeholder satisfaction: 70%	• 20+ public reports published annually • Stakeholder trust index: 85% • GRB implemented in all 15 ministries • Citizen's Guide distributed: 10,000+ copies • Gender budget allocation: +40% from baseline
Partnership Inclusivity	• 15 CSOs engaged as implementing partners • Gender Coordination Working Group active • 35% partnerships with women-led/marginalized CSOs • Stakeholder consultation participation: 60%	• 25 functional partnership agreements • Quarterly coordination forums operational • 48% partnerships inclusive • Duplication reduction: 30% • Joint programs: 11 operational	• 25 sustained partnership agreements • 60% partnerships inclusive • Duplication reduction: 50% • Partnership satisfaction: 85% • CSOs leading implementation in all counties

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9.3 Learning and Adaptive Management Cycle

The strategic plan recognizes effective implementation requires systematic learning that translates evidence into action. Beyond monitoring performance against targets, MGCSP will institutionalize structured learning processes that enable rapid course correction and continuous improvement.

9.3.1 Quarterly "Pause and Reflect" Sessions

Every quarter, the Senior Management Team and department heads will convene mandatory Pause and Reflect sessions that move beyond routine reporting to critical analysis. These sessions systematically examine four core questions:

1. What is working? - Identify initiatives achieving or exceeding targets and understand the enabling factors
2. What is not working? - Acknowledge activities falling short of expectations without blame
3. Why? - Conduct root cause analysis distinguishing between implementation challenges, design flaws, and external factors
4. What should we do differently? - Generate concrete action points including program adjustments, resource reallocation, or strategy pivots

The M&E Division will prepare structured learning briefs synthesizing quantitative performance data with qualitative field observations from county coordinators, implementing partners, and beneficiary feedback mechanisms. These briefs explicitly highlight variances from expected results, emerging patterns across counties, and early warning signals requiring attention.

9.3.2 Feedback Loop to Planning and Budgeting

Learning insights from Pause and Reflect sessions will be systematically integrated into operational decision-making through three mechanisms:

- Immediate adjustments: Implementation bottlenecks identified will trigger corrective actions within 30 days, including revised procedures, additional technical support, or partnership modifications

- Annual work plan refinement: Lessons documented during the year will inform subsequent year's work planning process, ensuring unsuccessful approaches are discontinued and promising innovations are scaled

- Budget reallocation: Mid-year budget reviews (June and December) will incorporate learning insights to redirect resources from underperforming initiatives to high-impact activities, within the flexibility allowed by government financial regulations and donor agreements

Each Pause and Reflect session will produce a Learning Brief documenting insights and decisions, which will be shared with all staff, partners, and shared publicly to ensure transparency and broader learning. The Ministry will track implementation of agreed action points; with status updates provided at subsequent sessions to ensure learning translates into tangible change rather than remaining aspirational.

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9.4 M&E Resource Allocation and Budget

Effective monitoring, evaluation, and learning require dedicated resources that enable systematic data collection, rigorous analysis, and evidence-based decision-making throughout the strategic plan period. MGCSP allocates resources for M&E at both institutional and programmatic levels.

9.4.1 M&E Budget Allocation

The strategic plan allocates $6.8 million (7.2% of total budget) to monitoring, evaluation, and learning activities over the five-year period. This includes:

Table 29:M&E Budget Allocation by Category (USD)

M&E Budget Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% of Total
Institutional M&E Systems							
M&E Centre of Excellence	$50,000	$40,000	$35,000	$25,000	$15,000	$165,000	2.42%
Digital M&E Platform	$100,000	$80,000	$60,000	$25,000	$15,000	$280,000	4.11%
GIMS & Data Repository	$120,000	$95,000	$70,000	$50,000	$53,000	$388,000	5.70%
M&E Staff Capacity Building	$90,000	$70,000	$50,000	$20,000	$10,000	$240,000	3.53%
Statistical System Integration	$30,000	$20,000	$15,000	$12,000	$8,000	$85,000	1.25%
Subtotal	$390,000	$305,000	$230,000	$132,000	$101,000	$1,158,000	17.01%
Program-Level M&E							
Baseline & Endline Surveys	$250,000	$200,000	$180,000	$150,000	$120,000	$900,000	13.22%
County M&E Operations	$180,000	$200,000	$220,000	$240,000	$260,000	$1,100,000	16.16%
Beneficiary Feedback Systems	$100,000	$120,000	$140,000	$150,000	$160,000	$670,000	9.84%
Impact Evaluations	$150,000	$200,000	$250,000	$200,000	$150,000	$950,000	13.95%
Data Collection Tools & Training	$120,000	$100,000	$80,000	$60,000	$40,000	$400,000	5.88%
Quality Audits & Verification	$80,000	$90,000	$100,000	$110,000	$120,000	$500,000	7.34%
Learning Events & Documentation	$60,000	$70,000	$80,000	$90,000	$100,000	$400,000	5.88%
M&E Technical Assistance	$100,000	$120,000	$110,000	$100,000	$90,000	$520,000	7.64%
Subtotal	$1,040,000	$1,100,000	$1,160,000	$1,100,000	$1,040,000	$5,440,000	79.91%
Cross-Cutting M&E							
Quarterly Results Reviews	$20,000	$25,000	$30,000	$30,000	$30,000	$135,000	1.98%
Annual Strategic Reviews	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000	1.10%
Subtotal	$35,000	$40,000	$45,000	$45,000	$45,000	$210,000	3.08%
TOTAL M&E BUDGET	$1,465,000	$1,445,000	$1,435,000	$1,277,000	$1,186,000	$6,808,000	100.00%
% of Annual Strategic Plan Budget	5.0%	6.1%	7.9%	9.9%	11.3%	6.62%	

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10. Resource Mobilization and Management

10.1 Resource Requirements Analysis

The implementation of MGCSP's five-year strategic plan requires assessment of human, financial, and material resources necessary to transform the Ministry from its current constrained state to an effective institution capable of delivering on its mandate. This analysis provides realistic estimates based on the capacity needs assessment findings while recognizing the challenging resource environment in which the Ministry operates.

10.1.1 Financial Resource Requirements

The total financial requirement for implementing the strategic plan over five years is estimated at USD $ 58,667millions. This represents a significant increase from current funding levels but remains modest relative to the scope of gender inequality and social protection needs in Liberia. The estimation builds from current baseline expenditures, adjusts for identified capacity gaps, and incorporates costs for expanding services to achieve nationwide coverage.

10.1.2 Human Resource Requirements

The strategic plan implementation requires significant expansion and redistribution of human resources to address the current concentration of 79.2% of staff in Montserrado County. The human resource plan includes recruitment of social workers for deployment across all 15 counties, engagement of an international fund manager with business development support expertise for the Women's Philanthropic Seed Fund, hiring of specialized technical experts in monitoring and evaluation, financial management, and policy development, and redistribution of existing staff to achieve 40% deployment in counties by 2030.

The estimated cost for human resource expansion over five years totals USD 10.5 million, incorporated within the departmental budgets. This includes salaries, benefits, and capacity building investments to ensure recruited staff can perform effectively in their roles. The breakdown includes:

- Social workers and child protection officers (200 positions): USD 6.2 million over 5 years for county-level deployment supporting Goal 3 service delivery expansion
- M&E specialists and researchers (25 positions): USD 2.1 million over 5 years supporting Goals 2 and 5 evidence generation and accountability systems
- Financial management and procurement specialists (15 positions): USD 1.3 million over 5 years supporting Goal 1 institutional transformation
- Policy analysts and gender mainstreaming officers (10 positions): USD 0.9 million over 5 years supporting Goal 2 policy excellence

[64] The front-loading of institutional transformation investments reflects the necessity of building systems and capacity early to enable effective service delivery in subsequent years. Service delivery costs escalate as geographic coverage expands, and program quality improves. Core operational costs increased modestly, reflecting inflation adjustments and gradual staff redistribution.

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These positions will be recruited progressively based on infrastructure readiness and absorptive capacity, with 40% recruitment in Year 1, 30% in Year 2, 20% in Year 3, and 10% in Years 4-5.

10.1.3 Infrastructure and Equipment Requirements

Physical infrastructure and equipment needs are substantial, reflecting years of underinvestment and the requirement to establish functional county offices. The assessment documented county offices operating from inadequate facilities without basic equipment, reliable electricity, or internet connectivity.

Table 31: **Infrastructure Investment Requirements (USD Millions)**

Infrastructure Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total
County Office Construction/Rehabilitation	1.200	1.000	0.800	0.500	0.300	3.800
Resource Center Refurbishment (National)	0.100	0.050	-	-	-	0.150
Protection Infrastructure and Safe Homes	1.270	1.270	1.270	1.270	1.270	6.350
Digital Literacy Centers (Equipment)	0.360	0.300	0.240	0.180	0.120	1.200
ICT Infrastructure and Systems	0.600	0.500	0.400	0.300	0.200	2.000
Vehicles and Transportation	0.500	0.400	0.300	0.200	0.100	1.500
Standard Operating Kits (15 counties)	0.400	0.400	0.400	0.400	0.400	2.000
Assistive Technology Equipment	0.200	0.200	0.200	0.200	0.200	1.000
Special Facilities for PWDs/Veterans	0.300	0.250	0.200	0.150	0.100	1.000
Total Infrastructure	4.930	4.370	3.810	3.200	2.690	19.000

Infrastructure investments are strategically phased to establish foundations for service delivery while learning from initial implementations. The sustained investment in protection infrastructure and safe homes reflects the critical need for GBV response facilities across all counties.

10.2 Financing Strategy

The financing strategy recognizes that achieving the ambitious resource requirements demands diversifying funding sources beyond traditional government budget allocations and donor project funding. The strategy pursues multiple tracks simultaneously while building the Ministry's capacity to effectively absorb and manage increased resources.

10.2.1 Government Budget Advocacy

The current government allocation of 0.36% of the national budget provides approximately USD 1.8 million annually, totalling USD 9 million over five years. The advocacy strategy targets incremental increases to reach 1.0% by Year 5, which would generate approximately USD 5.5 million annually by 2030, bringing the cumulative government contribution to approximately USD 22.1 million over the strategic plan period[65]. This requires demonstrating clear returns on investment through the initial phases of implementation.

The Ministry will present evidence-based arguments to the Ministry of Finance and Development Planning and legislative budget committees, demonstrating measurable returns on investment:

- GBV reduction impact: Reducing GBV incidence by the targeted 50% could save the health and justice systems approximately USD 8 million annually in direct costs (program estimate based on national unit-costing of health, police and judicial services[66]) with additional economic benefits from reduced lost productivity estimated at USD 12 million annually.
- Economic empowerment multiplier effects: The Women's Philanthropic Seed Fund and the Veterans/PWDs programs supporting 750 enterprises and 50 cooperatives could generate USD 40 million in direct economic activity by Year 5, with multiplier effects throughout value chains potentially reaching USD 120 million in total economic impact.

[65] These projections assume stable national budget growth averaging 4.5% annually. Actual allocations will depend on overall fiscal performance and competing priorities. The advocacy strategy includes fallback targets of reaching 0.75% by Year 5 if the 1.0% target proves unachievable, which would still represent a significant improvement from the current 0.36% baseline.

[66] see World Bank, 2019; UN Women, 2024 for costing methodology

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- Child labour reduction productivity gains: Reducing child labour from 28% to 10% could increase GDP by an estimated 2.1% through improved educational outcomes and future productivity gains, translating to approximately USD 85 million annually in additional economic output by 2035 as affected children enter the workforce with higher skills.
- PWD economic inclusion: Comprehensive support for persons with disabilities, including 5% allocation of public sector jobs, could add an estimated USD 8 million annually to the economy through increased productivity and reduced dependency, while reducing social assistance costs by approximately USD 3 million annually.

These returns demonstrate that MGCSP's budget represents not a cost but an investment generating multiples in economic value, health system savings, and productivity gains that far exceed the modest allocation increase requested.

10.2.2 Traditional Donor Engagement

Development partners currently provide fragmented support through multiple project-specific mechanisms. The financing strategy seeks to consolidate and expand donor contributions while aligning them with government priorities through enhanced coordination mechanisms.

Table 32: Donor Engagement Targets by Partner Type (USD Millions)

Partner Category	Year 1	Year 2	Year 3	Year 4	Year 5	Five-Year Total	% of total budget
World Bank/LWEP	5.5	4.8	4.2	3.5	2.8	20.8	20.0%
UN Agencies (UNICEF, UNFPA, UN Women)	3.2	2.9	2.6	2.3	2	13.0	12.5%
Other Bilateral Donors	3.5	3.2	2.8	2.4	2.1	14.0	13.5%
Private Foundations	3.8	3.5	3.2	2.9	2.6	16.0	15.4%
[67]Private Sector CSR	0.8	1.1	1.4	1.7	2	7.0	6.7%
Total Donor Funding	16.8	15.5	14.2	12.8	11.5	70.8	68.2%

Total traditional donor and private sector engagement represents USD 70.8 million (68.2% of the total requirement). This contribution reflects Liberia's continued priority status for gender equality and social protection programming among development partners, while demonstrating the strategic plan's alignment with donor priorities and global frameworks.

The engagement strategy with traditional donors emphasizes several value propositions:

- Catalytic investment opportunity: The Women's Philanthropic Seed Fund (USD 25 million) and Veterans/PWDs Seed Fund (USD 12 million) offer opportunities for co-investment demonstrating measurable impact through enterprise creation, job generation, and income growth. These grant-based seed capital programs represent an innovative approach that goes beyond traditional one-time cash transfers by combining seed capital with comprehensive business development services, ongoing mentorship, market & access to finance linkages, and sustained aftercare support. The integrated model addresses multiple barriers simultaneously—capital access, skills development, market access, and technical support—creating sustainable economic empowerment pathways with potential for replication nationwide. Unlike other standalone grant programs, the funds' emphasis on business viability, market-driven approaches, and systematic tracking of enterprise survival and income growth demonstrates results-oriented approach that appeals to donors seeking measurable development impact.

- World Bank partnership (USD 20.8 million, 20% of total): The World Bank's continued support through LWEP provides a stable foundation for institutional strengthening and large-scale service delivery programming. The strategic plan aligns with the World Bank's Gender Strategy 2024-2030 emphasizing

[67] CSR target reflects engagement with 20 large corporations (extractives, telecommunications, banking sectors) contributing average $70K each over 5-year period.

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economic empowerment, human capital development, and voice and agency for women. MGCSP will advocate for a potential follow-on operation to LWEP ensuring continuity beyond the current project closing date, with preparation beginning in Year 3 to enable seamless transition.

- UN Agencies partnership (USD 13 million, 12.5% of total): Expanded engagement with UN agencies leverages for technical expertise guidance, global networks, and convening power. UN Women provides strategic advisory support on policy development, UNSCR 1325 implementation, and gender mainstreaming while facilitating access to international best practices. UNICEF focuses on child protection systems strengthening, birth registration, and juvenile justice with proven technical methodologies adapted to Liberian contexts. UNFPA contributes specialized expertise on sexual and reproductive health, adolescent programming, and GBV clinical management protocols essential for comprehensive survivor support.

- Other Bilateral donors (USD 14 million, 13.5% of total): Bilateral partners will be approached with specific proposals aligned with their country strategies and comparative advantages. The Swedish development cooperation's emphasis on digital inclusion and women's economic empowerment creates opportunities for joint programming on digital literacy initiatives. Irish Aid's focus on governance and accountability aligns with MGCSP's institutional strengthening priorities.

- Private foundations (USD 16 million, 15.4% of total): Foundations engagement represents an expanding opportunity as several international foundations prioritize gender equality in Africa. The Mastercard Foundation's Young Africa Works strategy emphasizing youth economic inclusion aligns with MGCSP's focus on young women's economic empowerment. The MasterCard Foundation's commitment to reaching 30 million young people, particularly young women, in Africa by 2030 creates opportunities for partnership on digital literacy and the flagship entrepreneurship programming with seed fund support. Smaller foundations outlined in the action plan including those focused on girls' education, GBV prevention, and disability inclusion have been shared for direct engagement to elicit support for implementation.

- Private sector CSR (USD 7 million, 6.7% of total): Corporate Social Responsibility partnerships represent the fastest-growing financing source, increasing from USD 0.8 million in Year 1 to USD 2 million in Year 5. This growth reflects systematic engagement with extractive industries, telecommunications companies, financial institutions, and agribusinesses whose operations affect or depend on women, children, and vulnerable populations. The CSR strategy emphasizes strategic partnerships creating mutual value rather than charitable donations, with companies contributing not just financial resources but also technical expertise, market access, and employment opportunities.

10.2.3 Innovative Financing Mechanisms

The financing strategy incorporates innovative mechanisms that could generate additional resources while building long-term sustainability. These approaches require initial investment but offer potential for significant returns over the strategic plan period.

The Women's and Veterans/PWDs Philanthropic Seed Fund with a cumulative proposed fund size of USD41.9 million provides opportunity to jump-start enterprises for economic empowerment.

Corporate Social Responsibility partnerships offer substantial untapped potential, particularly with extractive industries operating in rural counties. The strategy targets securing USD 7 million in CSR commitments over five years through structured engagement with the mining sector, which generated revenues exceeding USD 400 million in 2023. Telecommunications companies, with combined revenues of approximately USD 250 million annually, could support digital literacy programs as part of their universal service obligations. Financial institutions could provide intentional preferential lending rates for program beneficiaries to promote women and PWD led businesses.

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10.2.4 Private Sector Engagement Strategy

Systematic private sector engagement requires a structured approach that aligns business interests with development priorities while building MGCSP's capacity to function as an effective partner. The strategy comprises four mutually reinforcing elements that together transform private sector relationships from peripheral to central within the Ministry's resource mobilization and partnership architecture.

The Business Compact for Gender Equality and Social Protection establishes a formal commitment framework through which companies publicly pledge to advance gender equality and social protection within their operations and through external partnerships with MGCSP. The Compact operates as both a values statement and an accountability mechanism, with signatories committing to specific actions across three pillars including internal workplace practices that promote gender equality in hiring, compensation, and advancement while preventing sexual harassment and discrimination; value chain practices that support women entrepreneurs as suppliers, distributors, and business partners while ensuring that procurement and operational decisions do not harm vulnerable populations; and community investment practices that direct Corporate Social Responsibility resources toward strategic partnerships with MGCSP rather than fragmented charitable donations. Companies joining the Compact receive public recognition through MGCSP communications and events, preferential consideration in government procurement processes where legally permissible, technical assistance for implementing gender-responsive business practices, and opportunities to participate in high-level dialogues including the annual Business Compact Forum that convenes signatories with government leaders and development partners to review progress and strengthen collaboration.

The Compact's governance structure ensures both credibility and sustainability through a multi-stakeholder oversight committee comprising representatives from MGCSP as secretariat, the Ministry of Commerce and Industry providing business sector perspective, the Chamber of Commerce representing signatory companies, civil society organizations providing independent monitoring, and development partners contributing technical expertise. The committee meets quarterly to review company reports on Compact implementation, address challenges, and recognize outstanding performance. An annual public scorecard assesses each signatory's progress across the three pillars using objective indicators including percentage of women in leadership positions, proportion of procurement spending with women-owned businesses, and financial contributions to MGCSP programs, creating transparency that incentivizes performance while enabling stakeholders including consumers and investors to make informed decisions about which companies genuinely prioritize gender equality and social protection.

Strategic sector partnerships translate the Compact's general commitments into operational collaborations that leverage specific business capabilities to advance strategic plan objectives. The telecommunications sector partnership focuses on digital inclusion and gender-based violence response, with mobile network operators providing subsidized or free data packages for women participating in digital literacy training, establishing dedicated short code emergency hotlines for gender-based violence reporting with priority routing to response services, developing mobile money products designed for women's economic activities including low-fee remittance services and savings accounts, and contributing infrastructure including computer equipment and internet connectivity for county-based digital literacy centres. The partnership generates business value through expanded customer base among women who currently lack mobile money accounts, enhanced brand reputation through visible social impact, and regulatory goodwill that may facilitate license renewals and favourable treatment in spectrum allocations. MGCSP estimates that telecommunications partnerships could contribute three million dollars in direct financial value and in-kind services over the strategic plan period while enabling the digital literacy target of training ten thousand women and vulnerable group members.

The financial sector partnership promotes women's economic empowerment through inclusive product development and financial capability building. Commercial banks and microfinance institutions participating in the partnership commit to developing women-focused loan products with features including flexible collateral requirements acknowledging women's limited asset ownership, grace periods accommodating agricultural and

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informal sector income patterns, and loan sizes appropriate for micro and small enterprises rather than forcing women into debt burdens beyond their repayment capacity. Financial institutions provide financial literacy training to Women's Philanthropic Seed Fund beneficiaries and other economic empowerment program participants, ensuring that women develop money management skills alongside business capabilities. The partnership addresses institutional risk concerns through a partial guarantee facility where MGCSP and development partners provide first-loss guarantees covering twenty percent of portfolio value, reducing perceived risk while building institutional confidence in women borrowers. Financial institutions benefit from access to an organized pipeline of potential clients who have received business training and capital, reducing customer acquisition costs while expanding into an underserved market segment. The partnership targets enabling seventy-five percent financial inclusion among women, persons with disabilities, and vulnerable groups by 2030, representing substantial expansion from the current forty-four percent baseline for women.

The agribusiness sector partnership integrates women farmers into formal value chains while strengthening supply reliability and quality for processing and exporting companies. Agribusinesses including rubber processors, palm oil mills, cocoa exporters, and cassava processors commit to sourcing specific percentages of raw materials from women's cooperatives supported through the agribusiness incubation program, providing predictable markets that enable women to justify investments in productivity improvements. Companies contribute technical expertise through extension services that improve farming practices, quality control training that ensures products meet specifications, and sometimes input provision on credit recovered at harvest. The partnership transforms Corporate Social Responsibility from philanthropic expenditure into strategic value chain investment that improves both business performance through reliable supply and women's incomes through guaranteed market access. MGCSP facilitates relationship development by organizing matchmaking events between cooperatives and buyers, providing due diligence on cooperative organizational capacity, and mediating disputes to maintain trust. The partnership targets establishing fifty women's cooperatives with formal buyer relationships, creating sustainable market linkages that continue beyond donor project funding.

The extractive industries partnership channels Corporate Social Responsibility investments toward systematic protection infrastructure and services in mining-affected counties rather than fragmented community requests that generate limited impact. Mining companies commit to multi-year funding for safe homes, gender-based violence response services, child protection infrastructure, and social protection programs in operational areas, with contribution levels scaled to company revenue and operational footprint. MGCSP provides program design expertise, implementation oversight, and impact measurement, ensuring that investments generate measurable outcomes rather than functioning as public relations exercises. Companies benefit from demonstrable social investment that satisfies international investor expectations, strengthens community relationships reducing operational disruptions, and potentially qualifies for preferential treatment in concession negotiations and regulatory processes. The strategic plan's target of securing seven million dollars in Corporate Social Responsibility contributions over five years assumes that extractive industries provide the majority of this financing given their revenue scale and stakeholder pressure for meaningful social investment.

Partnership management systems ensure that private sector relationships receive the professional attention necessary for sustained effectiveness. The Program, Partnership and Resource Mobilization Division will designate a Private Sector Liaison Officer responsible for relationship cultivation, partnership agreement negotiation, implementation coordination, and impact communication. This dedicated capacity addresses the current gap where private sector engagement competes unsuccessfully for staff attention against more familiar government and civil society relationships. The Division will maintain a partnership database tracking all corporate engagements including contact information, contribution commitments, implementation status, and impact metrics, enabling systematic relationship management rather than relying on individual staff memory and initiative. Quarterly partnership reviews assess progress against commitments, identify implementation challenges requiring resolution, and generate lessons for improving partnership design and management. Annual partnership reports communicate aggregate impact to demonstrate return on corporate investment while recognizing individual company contributions, maintaining engagement through visible appreciation of support.

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The Ministry will establish clear partnership standards and due diligence procedures to ensure that private sector relationships do not compromise institutional integrity or create conflicts of interest. Companies seeking partnership must demonstrate compliance with labour laws including prohibitions on child labour and discrimination, environmental regulations, and tax obligations, with MGCSP refusing partnerships with entities facing credible allegations of systematic violations regardless of potential financial contributions. Partnership agreements will include explicit provisions prohibiting companies from using MGCSP endorsement in commercial marketing without specific approval, ensuring that social investment does not function primarily as marketing expenditure that instrumentalizes vulnerable populations. Transparency requirements mandate public disclosure of all partnership agreements and financial contributions exceeding ten thousand dollars, creating accountability while preventing perceptions of hidden corporate influence over government policy. These safeguards enable MGCSP to cultivate private sector relationships that generate genuine value for gender equality and social protection objectives while protecting against risks including reputational damage from association with problematic companies, actual or perceived policy capture where corporate interests override public interest, and partnerships that serve business objectives without commensurate social benefit.

10.2.5 Cost Recovery and Efficiency Measures

While maintaining free access for vulnerable populations, selective cost recovery mechanisms could generate approximately USD2.3 million over five years to support program sustainability. Digital literacy training could charge nominal fees of USD15 for employed participants while maintaining free access for unemployed individuals, potentially generating USD200,000 annually. Government and NGO staff attending specialized trainings could pay cost-recovery fees of USD75 per person, generating approximately USD300,000 annually. Technical assistance to other countries and organizations could generate USD150,000 annually by Year 4.

Efficiency improvements through implementation reforms could reduce costs by approximately 20% compared to traditional delivery models. Digital transformation initiatives will reduce administrative costs by an estimated USD700,000 annually through automated processes and reduced paper consumption. Framework procurement agreements for common items could achieve 15% savings, approximately USD450,000 annually. Shared services with other ministries for functions like vehicle maintenance and security could save USD350,000 annually. Geographic clustering of interventions reduces transportation and supervision costs by an estimated 25%, saving USD600,000 annually.

10.3 Infrastructure and Technology Investments

Strategic infrastructure and technology investments address current deficiencies while positioning MGCSP to leverage digital transformation for improved efficiency and effectiveness. The investment plan follows a phased approach that builds foundational infrastructure before implementing advanced systems.

10.3.1 Physical Infrastructure Development

The infrastructure development plan has been structured to support the service portfolio while working within the infrastructure budget. Priority investments focus on multi-purpose facilities that can support various programs simultaneously.

Table 33: **County Infrastructure Development Schedule**

Phase	Counties	Timeline	Infrastructure Scope	Investment (USD)
Phase 1	Bong, Nimba, Grand Bassa	Q1-Q4 2026	Office rehabilitation, digital literacy center, safe home	2,100,000
Phase 2	Lofa, Grand Cape Mount, Margibi	Q1-Q4 2027	Office rehabilitation, safe homes, service points	1,800,000
Phase 3	Maryland, Grand Kru, Sinoe,	Q1-Q4 2028	Service integration points, cooperative meeting spaces	1,500,000
Phase 4	River Gee, Gbarpolu, Rivercess,	Q1-Q4 2029	Basic infrastructure, equipment, connectivity	1,200,000
Phase 5	Grand Gedeh, Bomi, Montserrado	Q1-Q4 2030	Optimization, maintenance, sustainability measures	1,000,000
Total	15 Counties	2026-2030	Complete infrastructure coverage	7,600,000

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Digital literacy centers require specific infrastructure considerations including reliable electricity through solar backup systems, internet connectivity with minimum 10 Mbps bandwidth, climate-controlled environments for equipment protection, accessibility features for persons with disabilities, and security systems for equipment protection.

- Resource Center Rehabilitation for Knowledge Management

The Division of Research and Statistics' Resource Centre serves as the institutional knowledge hub for gender-responsive policies and evidence-based programming. The current facility has deteriorated with falling shelves, inadequate climate control, and lack of ICT equipment, limiting its effectiveness in document storage, research support, and knowledge sharing.

The strategic plan allocates $150,000 for Resource Centre refurbishment to be completed in 2026 to 2027. The rehabilitation will include:

- Physical Infrastructure
  - Structural repairs and climate control systems
  - Modern shelving and document storage systems with capacity for 10,000+ documents
  - Reading and consultation area with furnishing for 15-20 persons
  - Security systems for document protection

- ICT Equipment and Connectivity
  - 10 computer workstations for research and data analysis
  - High-speed scanners and printers for document digitization
  - Dedicated server for digital repository backup
  - Network connectivity and power backup systems

- Knowledge Management Integration
  - Document cataloguing and digitization of 5,000 priority documents

10.3.2 ICT Infrastructure and Systems

The digital transformation agenda requires comprehensive ICT infrastructure investment addressing current limitations while building capacity for expanded service delivery and monitoring requirements.

Table 34: ICT Systems Implementation Roadmap

System Component	Year 1	Year 2	Year 3	Year 4	Year 5
Integrated MIS	Design and Development	Pilot (5 counties)	Scale (10 counties)	Full deployment	Optimization
Financial Management System	IFMIS integration	Training and rollout	Enhancement	Maintenance	Maintenance
Digital Literacy Platform	Platform selection	Content development	Deployment	Expansion	Maintenance
Cooperative Management System	Requirements	Development	Pilot	Scale	Optimization
PWD Services Database	Design	Development	Deployment	Integration	Maintenance
Case Management System	Design	Development and pilot	County rollout	Full deployment	Optimization
Knowledge Management Platform	Planning	Development	Content migration	Full launch	Expansion

The integrated approach ensures interoperability between systems while avoiding duplication. The addition of a specialized Fund Management System for the Women's Philanthropic Seed Fund and Veterans/PWDs programs ensures transparent tracking of investments and returns. Cloud-based deployment reduces infrastructure

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requirements by 40% compared to on-premises solutions while improving accessibility for county offices with limited connectivity

10.4 Sustainability Framework

This sustainability framework ensures the strategic plan achievements endure beyond the five-year implementation period. The framework addresses financial, institutional, technical, and political dimensions through systematic measures implemented from year 1 of the strategic plan cycle.

10.4.1 Financial Sustainability Strategy

1. Government Budget Trajectory and Advocacy

The progressive increase in government budget allocation from the current 0.36% to the target 1.0% of the national budget by Year 5 provides the sustainable foundation for core operations and essential services. This trajectory generates:

- 2026: 0.45% = USD 2.35 million (31% increase from baseline)
- 2027: 0.55% = USD 2.87 million (53% increase from baseline)
- 2028: 0.70% = USD 3.66 million (95% increase from baseline)
- 2029: 0.85% = USD 4.44 million (137% increase from baseline)
- 2030: 1.00% = USD 5.50 million (193% increase from baseline)
- Cumulative 5-Year Government Investment: USD 19.12 million (18.4% of total)

By Year 5, the additional USD 3.62 million annual government allocation above baseline (1.0% less 0.36% = 0.64% × USD 5.66B national budget) provides sustainable funding sufficient to maintain:

- Core county office operations in all 15 counties (USD 1.2M annually)
- Essential social protection services including cash transfers to 16,000 households (USD 1.5M annually)
- Critical protection infrastructure operations including safe homes (USD 0.6M annually)
- Basic M&E and accountability systems (USD 0.32M annually)

This government allocation covers essential services enabling the Ministry to continue functioning even if donor support diminishes, while donor resources can focus on innovation, expansion, and capacity building rather than sustaining basic operations.

2. Seed Fund Sustainability and Revolving Mechanisms

The Women's Philanthropic Seed Fund (USD 25 million) and Veterans/PWDs Seed Fund (USD 12 million) incorporate sustainability through their comprehensive business development support model designed to create viable, lasting enterprises rather than temporary income generation.

Enterprise Sustainability Approach:

- Rigorous business plan competition ensuring only viable enterprises receive funding, with selection criteria emphasizing market demand, competitive advantage, and realistic financial projections
- Phased capital disbursement tied to achievement of business milestones, preventing capital misuse while ensuring enterprises develop capacity before receiving full funding
- Integrated business development services providing ongoing technical support (accounting, marketing, operations management) addressing the capacity gaps that cause most small enterprises to fail
- Market linkage facilitation connecting enterprises with reliable buyers, ensuring consistent demand for products rather than leaving enterprises to find markets independently
- Peer learning networks enabling enterprise owners to share challenges and solutions, creating sustainable support systems beyond project-funded advisors

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- Access to finance pathways graduating successful enterprises from grant funding to commercial lending as they demonstrate creditworthiness

Economic Impact Projections:
By Year 3, the funds are projected to support 950 operating enterprises (450 individual women's enterprises, 50 women's cooperatives with 1,000-1,500 members, 300 veteran/PWD enterprises, and 150 enterprises in various stages of establishment). These enterprises are expected to generate:

- Direct employment: 2,500 jobs by Year 5 (750 enterprise owners, 1,750 employees)
- Economic output: USD 40 million in annual sales by Year 5 based on average enterprise revenues of USD 42,000 annually (conservative estimate from comparable programs)
- Tax revenues: Estimated USD 2.8 million in annual tax contributions from formal sector enterprises
- Multiplier effects: USD 120 million total economic impact through value chain linkages (raw material suppliers, distributors, service providers)

These enterprises become self-sustaining economic actors continuing to employ women and PWDs, generate income, and contribute to local economies long after the strategic plan period ends, representing the most significant sustainability outcome of the entire investment.

Cost Recovery and Efficiency Mechanisms
While maintaining free access for vulnerable populations, selective cost recovery mechanisms incorporated throughout the strategic plan generate approximately USD 2.3 million over five years supporting program sustainability and expansion:

3. Digital Literacy Training (USD 1.0M over 5 years):
    - Employed individuals pay nominal fee of USD15 per person (covering 20% of delivery costs)
    - Unemployed individuals, PWDs, and students access training free
    - Projected 3,000 employed participants annually from Years 2-5 generating USD 200,000 annually

10.4.2 Institutional Sustainability Framework
Institutional sustainability requires embedding new functions into permanent structures rather than maintaining them as project-based activities. The Gender and Social Inclusion Units being established across ministries will be formally incorporated into ministerial organograms with dedicated budget lines by Year 3. Sign language capacity will be institutionalized through integration into teacher training curricula and civil service orientation programs. Child protection services will be anchored in strengthened county government structures with clear mandates and sustainable funding through county development funds.

10.4.3 Technical Sustainability Plan
The technical sustainability plan addresses the risk of capacity loss when project funding ends by systematically building internal expertise across all new initiative areas.

Table 35: **Technical Sustainability Implementation Milestones**

Technical Area	Year 1	Year 2	Year 3	Year 4	Year 5	Sustainability Indicator
GBV Empowerment Services	External expertise leads	Mixed delivery	60% internal	80% internal	Fully internal	Certified counselors: 23
Cooperative Development	International fund manager	Joint management	Local co-management	Majority local	Local led	Local specialists: 5

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Technical Area	Year 1	Year 2	Year 3	Year 4	Year 5	Sustainability Indicator
Digital Literacy Training	External trainers	ToT program	50% local trainers	75% local	Local capacity	Certified trainers: 20
Child Labor Monitoring	Technical assistance	Joint Implementation	National systems	Integrated	Sustained	Government inspectors trained
Sign Language Services	International experts	National training	Institutional integration	Expanded delivery	Self-sustaining	Institutions with capacity: 15
PWD Support Services	External assessment	Mixed delivery	National capacity	Integrated services	Sustained	Service points: 15 counties
Policy Development	20% internal capacity	35% internal capacity	50% internal capacity	60% internal capacity	60% sustained	Policies developed internally
M&E and Research	Basic skills established	Intermediate capacity	Advanced capability	Research published	Peer review capable	Internal research capacity
Financial Management	Manual processes	Semi-automated	Automated systems	Predictive analytics	Self-sustaining	Clean audit maintained
Service Delivery	Donor-dependent	Mixed funding	Government integration	National standards	Quality certified	Service continuity assured
ICT Management	External support required	Mixed support	Mostly internal	Internal capacity	Fully internal	Systems maintained internally

The technical sustainability approach emphasizes training of trainer's methodologies, where initial external expertise is systematically transferred to local professionals who can continue service delivery beyond the project period. Each technical area includes certification or accreditation components that create professional pathways for Liberian specialists, reducing long-term dependence on international consultants.

10.4.4 Political and Social Sustainability Strategy

The scope of services, particularly controversial areas like child marriage elimination and women's economic empowerment through cooperatives, requires careful attention to political and social sustainability. The Ministry will implement a multi-stakeholder engagement strategy that builds broad-based support across political parties, traditional leaders, religious organizations, and civil society.

- The child marriage elimination program will be anchored in traditional authority structures, with chiefs and elders becoming champions for change rather than seeing the program as an external imposition. By Year 2, at least 200 traditional leaders will have participated in dialogue sessions that identify cultural values supporting child protection while addressing concerns about changing social norms. Religious leaders representing all major faiths will be engaged through interfaith platforms that emphasize shared values of protecting children and promoting family welfare.

- Women's economic empowerment through cooperatives will be positioned as strengthening families and communities rather than challenging traditional gender roles. Success stories will highlight how women's increased income improves children's education and health outcomes, messages that resonate across political and social divides. Male champions will be cultivated to demonstrate that gender equality benefits entire communities, with at least 100 male advocates trained by Year 3.

- The Ministry will establish a cross-party parliamentary caucus on gender equality and child protection by Year 2, ensuring that political transitions do not disrupt program implementation. Regular briefings for parliamentarians will maintain awareness of program benefits to their constituencies, building political pressure for sustained funding regardless of which party controls government. County-level programs will be designed to deliver visible benefits across all political constituencies, preventing partisan capture of development resources.

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11. Strategic Results Framework Tables

11.1 Overview of the Results Framework

The Strategic Results Framework provides a comprehensive visual representation of how MGCSP will achieve its vision through systematic implementation of interconnected activities, outputs, outcomes, and goals. This framework serves as the primary accountability tool for tracking progress, ensuring alignment between different levels of results, and facilitating adaptive management throughout the strategic plan period. The framework structure follows international best practices while incorporating specific contextual factors identified through the capacity needs assessment.

The results chain logic embedded in these tables demonstrates clear causal pathways from inputs through activities to outputs, outcomes, and ultimately impact. Each level builds upon the previous, with explicit assumptions about how change will occur. The framework recognizes that achieving gender equality and social protection requires simultaneous action across multiple domains, with synergies between different interventions amplifying overall impact.

11.2 Strategic Goal 1: Institutional Transformation

Table 36:Results Framework for Institutional Transformation

Results Level	Statement	Indicators	Baseline (2025)	2026	2027	2028	2029	2030	Means of Verification
Strategic Goal	Build high-performing institution with robust systems nationwide	Composite institutional capacity index	Not measured	55%	65%	73%	80%	85%	Annual assessment
Outcome 1.1	Integrated operational systems functional	Core processes digitized	0%	15%	35%	55%	75%	90%	System audit
Output 1.1.1	Knowledge management system deployed	System functionality and usage rate	None	30%	45%	60%	70%	80% staff engagement	Usage statistics
Output 1.1.2	ERP and financial transformation complete	Financial reporting accuracy and timeliness	Manual, 40% delayed	20% errors, 70% on-time	15% errors, 80% on-time	10% errors, 90% on-time	7% errors, 95% on-time	<5% errors, 100% on-time	System reports
Outcome 1.2	Geographic equity achieved	Staff in counties	20.8%	24%	28%	32%	36%	40%	HR records
Output 1.2.1	County offices operational	Counties meeting operational standards	3 partial	6	9	11	13	15 full	Facility assessment
Output 1.2.2	Standard operating kits deployed	Counties with complete equipment sets	0	3	6	9	12	15	Asset registry
Outcome 1.3	Institutional competencies built	Budget execution rate	65%	70%	75%	80%	85%	90%	Financial reports
Output 1.3.1	Staff digital competency achieved	Staff passing competency assessments	15%	40%	60%	75%	90%	100%	Training records
Output 1.3.2	Performance management operational	Staff with completed appraisals	0%	30%	50%	70%	85%	100%	HR database

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11.3 Strategic Goal 2: Policy Excellence

Table 37:Results Framework for Policy Excellence

Results Level	Statement	Indicators	Baseline (2025)	2026	2027	2028	2029	2030	Means of Verification
Strategic Goal	MGCSP as authoritative policy voice	Policy influence rating	Low	Low-Medium	Medium	Medium-High	High	High	Stakeholder survey
Outcome 2.1	Research capacity established	Internal policy capacity	20%	28%	36%	44%	52%	60%	Development tracking
Output 2.1.1	Advanced M&E analytics operational	M&E certified staff	0	4	8	12	16	20+	Certification records
Output 2.1.2	Strategic planning excellence achieved	Strategic plan quality score	Not measured	65%	70%	75%	83%	90%	External assessment
Outcome 2.2	Evidence systems operational	Programs using standardized M&E	Not measured	45%	60%	75%	90%	100%	M&E reports
Output 2.2.1	Digital M&E platform deployed	Real-time data availability	None	20%	40%	60%	80%	100%	System metrics
Output 2.2.2	National statistical integration complete	SDG indicators reported	40%	50%	60%	70%	85%	100%	LISGIS records
Output 2.2.3	GBV data repository operational	Centralized repository functional	0	Design complete	Pilot	60% data integrated	80% integrated	100% operational	System assessment
Outcome 2.3	Gender mainstreaming institutionalized	Ministries with functional GSIUs	6	8	10	12	14	15	Ministry assessments
Output 2.3.1	Gender-responsive budgeting operational	Ministries implementing GRB	2	5	8	11	13	15	Budget documents
Output 2.3.1a	Mandatory gender budget statements submitted	Ministries submitting statements with annual proposals	2	5	8	11	13	15	Budget submission records
Output 2.3.1b	National budget allocation to gender programs	Percentage of national budget to gender-specific programs	Baseline 2026	Baseline established	+15%	+25%	+32%	+40%	Budget analysis framework
Output 2.3.2	Gender Information Management System functional	Gender data quality score	NA	60%	70%	80%	85%	>90%	Data audits

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11.4 Strategic Goal 3: Comprehensive Service Delivery

Table 38:Results Framework for Comprehensive Service Delivery

Results Level	Statement	Indicators	Baseline (2025)	2026	2027	2028	2029	2030	Means of Verification
Strategic Goal	Quality services reach all populations	Service coverage index	25%	35%	45%	55%	65%	75%	Coverage survey
Outcome 3.1	GBV services expanded and enhanced	GBV incidence	60%	57%	53%	48%	42%	35%	National surveys
Output 3.1.1	Empowerment packages delivered	Survivors receiving packages (cumulative)	0	2,000	5,000	8,500	12,000	15,000	Case management system
Output 3.1.2	SGBV incidence reduced	Physical/sexual violence prevalence	33%	30%	27%	23%	19%	16.5% (50% reduction)	National surveys
Output 3.1.3	Safe homes operational	Functional safe homes	5	7	9	11	13	15	Facility reports
Outcome 3.2	Child protection strengthened nationwide	Children accessing services	50,000	80,000	110,000	140,000	170,000	200,000	Child Protection database
Output 3.2.1	Child labor reduction	Children aged 5-17 in labor	28%	25%	22%	18%	14%	10%	Labor surveys
Output 3.2.2	Child marriage elimination	Child marriage prevalence	36%	30%	24%	18%	10%	0%	Community monitoring
Output 3.2.3	Sign language capacity built	Individuals trained (cumulative)	0	30	70	110	155	200	Training records
Output 3.2.4	PWD support provided	PWDs with assistive technology	0	75	175	275	385	500	Distribution records
Outcome 3.3	Social protection scaled	Vulnerable people receiving cash transfers	2,600	5,000	8,000	11,000	13,500	16,000	Social registry
Output 3.3.1	CSR benefits secured	Individuals benefiting (cumulative)	0	500	1,500	2,500	3,750	5,000	Partnership records
Output 3.3.2	Inclusive housing provided	Social housing units allocated	0%	2%	4%	6%	8%	10%	Housing registry
Outcome 3.4	Women economically empowered	Women with increased income	0	3,000	8,000	14,000	19,500	25,000	Income surveys
Output 3.4.1	Cooperatives established	Functional cooperatives	0	10	20	30	40	50	Registration records
Output 3.4.2	Seed Fund operational	Enterprises funded (cumulative)	0	75	175	275	365	450	Fund records
Output 3.4.3	Ecotourism capacity built	Women in ecotourism	0	75	175	275	385	500	Training records
Output 3.4.4	Veterans/PWDs in agribusiness	Participants trained	1	300	900	1,500	2,200	3,000	Program records
Outcome 3.5	Education access improved	Vulnerable girls enrolled (cumulative)	0	800	1,800	2,900	4,000	5,000	Education records
Output 3.5.1	Digital literacy achieved	Individuals trained (cumulative)	0	1,500	3,500	5,500	7,800	10,000	Certification records
Output 3.5.2	PWD scholarships awarded	Scholarships distributed (cumulative)	0	120	280	440	620	800	Scholarship database

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11.5 Strategic Goal 4: Strategic Partnerships and Resource Mobilization

Table 39:Results Framework for Strategic Partnerships

Results Level	Statement	Indicators	Baseline (2025)	2026	2027	2028	2029	2030	Means of Verification
Strategic Goa	Sustainable partnerships and diversified funding	Partnership effectiveness index	Not measured	50%	60%	70%	78%	85%	Partnership assessment
Outcome 4.1	Funding diversified	Government budget percentage	0.36%	0.45%	0.55%	0.70%	0.85%	1.0%	Budget documents
Output 4.1.1	Resource mobilization operational	Annual resources mobilized	$4.8M	$7.2M	$9.5M	$11.5M	$13.2M	$14.7M	Financial records
Output 4.1.2	CSR partnerships established	Companies engaged	0	5	8	12	16	20	Partnership agreements
Outcome 4.2	Partnerships strengthened	Functional agreements	NA	9	13	17	21	25	Partnership registry
Output 4.2.1	Coordination mechanisms active	Joint programs operational	NA	5	8	11	13	15	Program documents
Outcome 4.3	Local capacity built	CSOs meeting standards	0	18	28	38	49	60	Capacity assessments

11.6 Strategic Goal 5: Accountability and Legitimacy

Table 40:Results Framework for Accountability and Legitimacy

Results Level	Statement	Indicators	Baseline (2025)	2026	2027	2028	2029	2030	Means of Verification
Strategic Goal	Transparent, trusted institution	Stakeholder trust index	Not measured	55%	63%	70%	78%	85%	Trust survey
Outcome 5.1	Stakeholder engagement systematic	Satisfaction rating	Not measured	58%	65%	72%	79%	85%	Stakeholder survey
Output 5.1.1	Feedback mechanisms operational	Counties with mechanisms	0	3	6	9	12	15	Feedback reports
Output 5.1.2	Community acceptance achieved	Communities supporting programs	NA	50%	58%	65%	73%	80%	Community surveys
Outcome 5.2	Transparency achieved	Audit opinion status	No audit	Qualified	Qualified	Unqualified with emphasis	Unqualified	Clean	Audit reports
Output 5.2.1	Reporting systems functional	Public reports published annually	0	6	10	14	18	>20	Publication records
Outcome 5.3	Impact communicated	Beneficiary awareness	Not meaured	40%	50%	60%	70%	80%	Awareness survey

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11.7 Integrated Results Framework Summary

Table 41: Strategic Plan Summary Results Framework

Impact Level	Statement	Key Indicators	Baseline (2025)	2026	2027	2028	2029	2030
Vision	Gender equality and protection for all	Gender Gap Index ranking	39/186	37/186	35/186	32/186	28/186	25/186
		Gender inequality index ranking improvement	161/166	158/166	154/166	148/166	143/166	135/166
		Correlation between gender budget allocation and GII improvement	Not measured	Establish baseline correlation	Track correlation	Demonstrate positive correlation	Strengthen correlation	Document causal pathway
Goal 1	Institutional Transformation	Institutional capacity index	Not measured	55%	65%	73%	80%	85%
Goal 2	Policy Excellence	Ministries with GSIUs	6	8	10	12	14	15
Goal 3	Service Delivery	GBV incidence	60%	57%	53%	48%	42%	35%
		Child labor prevalence	28%	25%	22%	18%	14%	10%
		Child marriage prevalence	36%	30%	24%	18%	10%	0%
Goal 4	Partnerships	Government budget allocation	0.36%	0.45%	0.55%	0.70%	0.85%	1.0%
Goal 5	Accountability	Stakeholder trust index	Not measured	55%	63%	70%	78%	85%

11.8 Risk Mitigation in Results Framework

Table 42: Critical Assumptions and Risk Mitigation

Result Level	Critical Assumption	Risk Level	Mitigation Measures	Monitoring Frequency
Impact	Political support for gender equality sustained	High	Cross-party engagement on women's empowerment benefits	Quarterly
	Traditional leader support for child marriage elimination	High	Intensive dialogue and champion development	Monthly
Strategic Goals	Adequate resources mobilized	High	Phased implementation with quick wins prioritized	Monthly
	International fund manager performs effectively	Medium	Performance-based contract with clear deliverables	Quarterly
Outcomes	Implementation capacity developed	High	Front-loaded capacity building in Year 1	Monthly
	Community acceptance of cooperatives	Medium	Male champion engagement and family benefit messaging	Quarterly
Outputs	Partner cooperation maintained	Medium	Partnership frameworks with mutual benefits	Quarterly
	Digital infrastructure adequate	High	Telecom partnerships and phased geographic rollout	Monthly
Cross-cutting	Climate shocks manageable	High	Resilience building, emergency protocols	Seasonal
	CSR commitments honored	Medium	Formal agreements with corporate governance engagement	Quarterly

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11.9 Results Framework Implementation Notes

The results framework reflects fundamental shifts in the Ministry's approach to service delivery and institutional development. The incorporation, of empowerment packages for gender-based violence survivors, represents evolution from purely responsive services to comprehensive support that addresses root causes of vulnerability. The framework tracks not just the number of survivors reached but the quality and comprehensiveness of support provided, recognizing that sustainable impact requires holistic interventions.

The ambitious targets for child labour reduction and child marriage elimination require sophisticated monitoring systems that can track community-level changes while respecting sensitivity around these issues. The framework incorporates both quantitative indicators from formal surveys and qualitative assessments from community monitoring systems, recognizing that official statistics may lag actual behavioural changes. The involvement of traditional leaders and religious organizations in monitoring creates local accountability while building sustainability beyond the project period.

The Women's Philanthropic Seed Fund represents an innovative financing mechanism that requires careful tracking of both financial and developmental outcomes. The framework monitors not just the number of enterprises funded but their survival rates, employment generation, and contributions back to the fund, creating a comprehensive picture of the initiative's sustainability and impact multiplication potential. The distinction between cooperatives and individual enterprises in the monitoring framework reflects recognition that these different business models may generate distinct development outcomes requiring tailored support approaches.

The digital literacy initiative acknowledges the transformative potential of digital skills for women's economic empowerment and social inclusion. The framework tracks not just training completion but post-training employment outcomes and continued technology use, ensuring that investments translate into sustained behavioural changes rather than one-time skill acquisition. The linkage between digital literacy and other outcomes, such as improved access to financial services and market information, demonstrates the cross-cutting nature of digital transformation.

The framework's emphasis on sustainability indicators across all strategic goals reflects learning from previous strategic plans where initial gains were not maintained beyond project periods. Each strategic goal now includes specific measures of institutional, financial, and technical sustainability, ensuring that implementation focuses not just on achieving targets but on creating conditions for continued progress. The gradual shift from external to internal capacity across technical areas provides clear benchmarks for reducing dependence on international expertise while building national ownership of development processes.

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