3.5 Resource mobilization for Full Implementation

a. Financing

The purpose of this strategy is to identify realistic approaches to mobilising resources for the implementation of the SiLNAP process in Sierra Leone. The government, as forerunner in the implementation of the SiLNAP, shall take the lead in resource mobilisation. It should be noted, however, that, government resources as articulated in the national budget always fall short of the requisite finance to implement its development programmes.

Financing the SiLNAP is in two phases: setting up a National Steering Committee; and coordination and reporting on the implementation of the SiLNAP. The Sierra Leone Government through the Ministry of Social Welfare Gender and Children’s Affairs has expressed strong commitment through out the SiLNAP process. This strengthens its political will to support the implementation. However, the present Gender Budgetary allocations are far from meeting the programmed financial resources to ensure a successful implementation of the SiLNAP.

While the Government contribution will continue to remain fundamental to the resource mobilization strategy, there is a strong need to identify other sources to mobilize additional resources. Support (financially or in-kind) shall be sought from various sources including international donors, the private sector, CSO/NGOs, and individuals/households/communities (see Figure 1). Mobilizing resources from domestic sources is extremely critical for ownership and sustainability of the implementation process.

The Ministry of Social Welfare has got huge task in this respect to lead the fundraising exercise taking advantage of its heterogeneous composition including representatives from Civil Society, faith-based organizations, the private sector, the academia, Parliament and the Government. Each member of the National Steering Committee can lead a fundraising move to its constituency and other potential donors.

b. Advocacy

An advocacy strategy for resource mobilization forms a critical role for the National Steering Committee with leadership from the Ministry of Social Welfare, Gender and Children’s Affairs. It will bring together government development partners such as the World Bank, AfDB, IFAD, EC, DFID, UN Agencies, JICA, the Chinese and others including non-traditional partners. This meeting provides a platform to market the philosophy of the SiLNAP. Similarly, contacts will be made with the Private Sector to support the resource mobilization.

c. Capacity Building

Capacity building of the Actors is very important to the full implementation of the SiLNAP. In this regard we need technical support from our development partners in moving this process forward.

In conclusion, the National Steering Committee should be proactive in its fundraising responsibility. The Government, especially the Minister of Social Welfare Gender and Children’s, could play a big role in the fundraising process. There is a need for an effective advocacy strategy to market SiLNAP; and the creation of website is critical in this direction. All reachable sources of funding should be explored; there is no ‘small money’ especially from the perspective of ensuring ownership through local contributions.
Figure 1: Summary of potential sources of donations

- **Multilateral/Bilateral**
  - UNDP
  - Cordaid Netherlands
  - World Bank
  - DFID
  - EU
  - ADB
  - Chinese cooperation
  - Christian Aid
  - UNICEF
  - UNFPA
  - WHO
  - UNIFEM

- **Private Sector**
  - Commercial Banks
  - Oil companies
  - Insurance companies
  - Hotels
  - Mobile Companies
  - Mining companies
  - Lottery Companies

- **NGOs**
  - Care International
    - ENCISS
    - CRS
    - ARD
    - AI
  - CCSL
    - Oxfam GB
    - Christian Aid
    - IRC
    - COOPI

- **Other Sources**
  - Individual contribution
  - Gov't Agencies (eg. DECSEC, DACO, NaCSA)
  - Quasi-gov't Agencies (eg NASSIT, State Lottery, etc)
  - Local councils
4.0 Monitoring and Evaluating Framework

4.1. Introduction to the M&E Framework

Background
The Government of Sierra Leone (GoSL) continues to recognize the need to address gender imbalances and protect women to ensure sustainable socio-economic development. The country signed and ratified the Convention on the Elimination of Discrimination against Women (CEDAW) in 1988. A long lag was encountered towards the effective domestication of the Convention largely as a result of the protracted civil conflict of Sierra Leone. However, post-conflict interventions have rekindled the need to bring to the fore gender and women’s issues as a fundamental pre-requisite for a lasting peace and sustainable development. GoSL enacted three gender bills in 2007 towards the effective domestication of CEDAW: The Domestic Violence Act; The Devolution of Estate Act; and The Registration of Customary and Divorce Act. A strategic roll-out plan has been developed for the implementation of these Gender Acts.

The government has also been making progress towards domesticating UN Security Council Resolutions 1325 and 1820 (UNSCR 1325 and UNSCR 1820) in respect of women and children’s special situation in conflicts and their role in post-conflict peacebuilding. These resolutions, mutually reinforcing in nature, are consistent with earlier and ongoing policy and institutional reforms and strategies of GoSL: the resolutions are aligned to the Three Gender Bills, the National Gender Strategic Plan and the Agenda for Change—Sierra Leone’s Second Poverty Reduction Strategy Paper.

However, while the government has made laudable efforts on the conceptualization and policy front, huge challenges to implementing gender programmes remain. Key among these relates to the need to set up a robust monitoring and evaluation system to track progress and effectively manage programme implementation.

Objective
The overarching objective of this plan is to prepare monitoring and evaluation guidelines for the implementation of UNSCRs 1325 and 1820. The plan specifically focuses on:

- Determining the institutional readiness at all levels (national and local level) for the monitoring and evaluation of the National Action Plan (NAP) for the implementation of UNSCRs 1325 and 1820.
- Defining an institutional framework with clear roles and responsibilities for all relevant actors.
- Identifying monitorable indicators and developing a results framework that will guide the tracking of progress in the implementation of the NAP.
- Setting up data collection guidelines for measuring progress in the implementation of the NAP.

Financing the M&E Plan
This is critical to fulfilling the purpose of the M&E framework articulated in this plan. Huge financial implications are envisaged for the effective coordination of the institutional framework; building the capacity of actors involved in the implementation process, and meeting the data needs for the tracking of and reporting on progress made in the implementation of the NAP. This plan comes out with an indicative cost for the various M&E needs identified therein.

Structure of the Plan
The plan is structured as follows. Section 2 presents an organizational landscape enumerating the various institutions and actors that carry out activities related to addressing gender and women’s issues, especially in the context of post-conflict peacebuilding in Sierra Leone. It highlights the capacity situation of institutions for monitoring and evaluation policies, programmes and projects relating to gender and women’s development. Section 3 describes the institutional arrangement for monitoring the implementation of the National Action Plan on UNSCR 1325 and UNSCR 1820; it identifies actors and defines roles and responsibilities. Section 4 analyses the indicators developed
for monitoring progress; it discusses the results framework, showing planned deliverables and targets over the implementation period. Section 5 highlights the data needs and institutional responsibilities in data collection. Section 6 summarizes the plan and presents summary of indicative.

4.2. Institutional Readiness for Monitoring the National Action Plan

There is growing awakening in Sierra Leone regarding the potential benefit the country would realise by supporting gender sensitive programmes and promoting special activities for the advancement of women. The growth in gender awareness and sensitivity has come to the national policy frontline especially after the civil war. In addition to government’s responsiveness, a flurry of non-governmental institutions with activities bearing on gender and women’s development has been experienced since the end of the civil war. However, while these well-intentioned institutions have contributed towards gender development and achieving the Millennium Development Goals, a major factor that has been dampening the operations of many is lack of adequacy capacity to implement programmes.

Looking Forward

There is continued enthusiasm regarding organisations’ determination to pursue programmes and projects aimed at addressing gender and women’s concerns. About 95 percent of the 697 organisations surveyed indicated their willingness to align activities to the provisions of UNSCR 1325. The distribution of responses in terms of those expressing interest to address protection, promotion and participation aspects of the resolution is about 50, 27 and 23 percent respectively. Mention was specifically made of the following priority policy areas:

- Implementation of the Gender Acts
- Implementation of programmes to address women’s employment
- Child protection
- Human capacity building
- Development of advocacy skills
- Protection of women
- Follow-up on disciplinary actions
- Addressing HIV/AIDS

To take advantage of the existing institutional willingness to work on gender and women’s related issues, there is need to develop a capacity building programme for the effective implementation, monitoring and evaluation of the UNSCR 1325 and 1820.

4.3 Institutional Arrangement for Monitoring the NAP

Description

There is a broad landscape for managing the implementation of the national action plan on UNSCRs 1325 and 1820. There are many actors to implement the provisions of the resolutions, calling for a clearly defined and well co-ordinated framework. Roles and responsibilities need to be clearly carved out.

This institutional arrangement draws heavily on the framework for monitoring the roll-out plan for the implementation of Three Gender Acts and the National Gender Strategic Plan (NGSP) developed by the Ministry of Social Welfare, Gender and Children’s Affairs (MSWGCA). The National Action Plan on UNSCRs 1325 and 1820 is well aligned to all government gender policies, plans and programmes. The actors expected to play critical role in the monitoring of the NAP include: MSWGCA, Ministry of Finance and Economic Development, Ministry of Foreign Affairs and International Cooperation, Ministry of Defence, Ministry of International Affairs, Local Government and Rural Development, NaCSA, Family Support Units (FSUs) and the Sierra Leone Police (SLP), The Judiciary, The Human Rights Commission in Sierra Leone (HRCSL), The National Commission for Democracy, other line MDAs, National Committee on Gender-Based Violence (NAC-GBV), NGOs, Women’s Organisations, CBOs, Traditional Authorities, Chiefdom
Councils, and the Communities. These are relevant institutions in the production of data and reporting on the implementation of resolutions 1325 and 1820.

**Coordinating M&E Activities at National Level**

The lead institutions at the national level to steer the overall M&E process are the MSWGCA, Ministry of Finance and Economic Development, Ministry of Foreign Affairs and International Cooperation, Ministry of Defence, Ministry of International Affairs, Local Government and Rural Development, NaCSA, FSUs/SLP, HRCSL, The Judiciary, and the NAC-GBV. These shall constitute a core technical group (CTG) for the monitoring of the NAP within the framework of an established national M&E National Steering Committee (NSC). The CTG will provide technical support to the National Steering Committee (NSC). The former will be gathering national data, analysing the data and preparing discussion notes for periodic meetings to be held by the NSC. The NSC will be reviewing progress on the implementation of the NAP and would make recommendations towards enhancing programme success. The NSC will be the anchor for updating government, the UN and the donor community in general regarding progress on the implementation of the UNSCRs 1325 and 1820.

The MSWGCA will serve as the principal national focal point for coordinating the monitoring of the NAP; it will provide secretariat back-up to the CTG and NSC.

**Regional Level**

Progress shall be tracked at the regional level. Monitoring at this level will be coordinated by the Regional Gender Office in collaboration with regional judiciary system, FSU/SLP, the Provincial Secretary’s Office, Regional Minister’s Office and NGOs. There shall be a Regional Steering Committee (RSC) on the NAP comprising key stakeholders beyond the core regional working group to broadly discuss and review progress at the regional level. The RSC will collect and analyse data at the regional level and prepare reports for the attention of the National Steering Committee (NSC), who will review reports and make recommendations to the RSC for effective implementation.

**District and Community Level**

Here, Local Councils will take the lead in coordinating the implementation of the NAP. A District Steering Committee (DSC) will be set up and chaired by the Local Council with secretariat support from the District Gender Officer. The DSC will comprise councillors, the Gender Office, FSU/SLP, the DISEC, traditional authorities, customary law courts, NGOs, Women’s Groups and other members deemed necessary. The committee will set up the M&E agenda with guidance from the RSC and National Steering Committee (NSC). The DSC will be reviewing progress at the district level on a periodic basis for the attention of the RSC and NSC. The RSC and NSC will review district reports and feed back to the DSC to inform effective implementation at the district level. The RSC will keep NSC constantly updated on progress at district and regional level.

The DSC will coordinate efforts at the community level. Councillors, Chiefdom Police and village/town headmen, in collaborate with CBOs and community women’s organisation, shall gather data and submit to the DCC who will carry out initial analysis. Efforts at the community level could be coordinated with the framework of the existing Ward Committees.

The institutional arrangement is summarised in Figure 1, showing relations and information flow. Data collected at the community level flows up to the district level, where the DSCs carry out basic analyse on it for onward reporting to the RSCs, who, in return, will review and report accordingly to the NSC. There is a feedback relation as the Figure indicates with recommendations filtering down from one level to the other right through to the communities. This creates space for learning and knowledge sharing and can strengthen implementation of activities; it enables re-planning where necessary. The UN system and donor agencies relate to all national actors in the M&E system as depicted in the figure below. Information shall flow vertically and horizontally and synergies will be enhancing in implementation, monitoring and evaluation of the NAP. This institution framework could fit well into the UN Joint Vision for Sierra Leone and other Donor programmes’ frameworks.
4.4 Indicators for Monitoring the SiLNAP

In Sierra Leone, the NAP on UNSCRs 1325 and 1820 has been developed around five pillars. Pillar One focuses on the prevention aspect of the resolutions; Pillar Two focuses on protection of victims especially women and children; Pillar Three focuses on prosecution of perpetrators; Pillar Four focuses on participation of women; and Pillar Five focuses on coordination of the implementation of planned programmes to achieve the objectives of UNSCRs 1325 and 1820.

Various indicators have been developed and agreed for monitoring progress made under each pillar. The vast majority of these indicators are qualitative in nature, and they are mainly process and output indicator.

In all, about 36 indicators have been developed: 11 impact indicators; 23 output indicators. The agreed indicators are elaborated in the Results Framework (RF) presented in Annex 1. The RF shows indicators at their respective levels, arranged by policy pillars, with baseline information and annual targets.

4.5 Data Requirement for Monitoring and Evaluation of the NAP

Data Collection

Data shall be collected from different sources. Monitoring will highly depend on routine (administrative) data collected by different agencies. Routine data will be provided by the Family Support Unit, the Sierra Leone Police, the Judiciary, Human Rights Commission, Ministry of Health
and Sanitation, Ministry of Education, and other institutions that can provide ample information relating to gender and women’s development.

Civil Society Organisations, more so women’s movements, are also engaged in routine generation of data relating to gender and women’s situation, thus are also source of information for monitoring UNSCRs 1325 and 1820. The media is also crucial in this context.

Information gathered from these sources would give indicative direction as to the progress made in achieving intended results from implementing the UN Resolutions. To ensure in-depth analysis and evaluation of outcomes and impact, detailed surveys and studies will be carried out such as the study on “The impact of PRSP programmes on women’s empowerment in Sierra Leone” commissioned by ENCISS in 2008.

Statistics Sierra Leone (SSL) can play a big role in this context as the lead national institution for coordinating and advising on statistical practices in the country. SSL could help in identifying and carrying out detailed surveys where necessary in the implementation process of the resolutions.

**Data Storage and Management**

A critical aspect of any successful M&E system is ensuring a robust system for data storage and management. Monitoring gender development in Sierra Leone should be continuous and institutionalised. Therefore, even beyond the envisaged implementation period of the NAP on UNSCRs 1325 and 1820, it should be expected that Sierra Leone will continue to support gender and women’s sensitive development programmes. To this end, developing a database could help in the management of long term implementation of programmes and analysing progress trends in the process.

**4.6. Budget for Implementing the M&E Plan**

The table below presents a summary of the indicative financial requirement for the implementation of the monitoring and evaluation plan for the NAP on UNSCR 1325 and 1820. The budget heads are divided into capacity building, running the institutional framework, gender survey anticipated at the end of the programme, and support to routine data collection. The total indicative cost USD 1,625,750 over the period 2010-2013.
Table 1: The Budget for Implementing the M&E Plan

<table>
<thead>
<tr>
<th>Budget Heads</th>
<th>Cost (USD) 2006-2007</th>
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<tbody>
<tr>
<td><strong>Capacity Building</strong></td>
<td></td>
</tr>
<tr>
<td>Personnel Support</td>
<td>96,000</td>
</tr>
<tr>
<td>Equipment &amp; Logistics</td>
<td>51,000</td>
</tr>
<tr>
<td>Training</td>
<td>230,000</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>377,000</strong></td>
</tr>
<tr>
<td><strong>Running Institutional Framework</strong></td>
<td></td>
</tr>
<tr>
<td>Coordination of Meetings (PWGs, Reviews, CSOs) nationwide</td>
<td>120,000</td>
</tr>
<tr>
<td>Documentation, communication &amp; Information dissemination</td>
<td>150,000</td>
</tr>
<tr>
<td>Capacity building for NaMECC, RCC, DCC, Community Focal Points</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>570,000</strong></td>
</tr>
<tr>
<td><strong>Gender Survey</strong></td>
<td></td>
</tr>
<tr>
<td>Coordination</td>
<td>52,800</td>
</tr>
<tr>
<td>Training of field staff</td>
<td>33,531</td>
</tr>
<tr>
<td>Data Collection and Processing, Analysis and Dissemination</td>
<td>202,419</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>438,750</strong></td>
</tr>
<tr>
<td><strong>Support for Routine Data System</strong></td>
<td></td>
</tr>
<tr>
<td>Central Level Institutions</td>
<td>120,000</td>
</tr>
<tr>
<td>Local Level Institutions</td>
<td>120,000</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>240,000</strong></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,625,750</strong></td>
</tr>
</tbody>
</table>
5. Conclusion

The production of the Sierra Leone National Action Plan (SiLNAP) for the full implementation of United Nations Security Council Resolution 1325 (2000) and 1820 (2008) is a welcome and timely initiative given all the harm suffered by women and girls during the war.

Judging from activities undertaken to achieve the goal of aligning national objectives with the international requirements, the SiLNAP manifests inclusiveness and cooperation between Government and Civil Society to engender peace and security.

The SiLNAP should be regarded as a major step in removing the barriers to women’s participation in peace and security issues; as well as ensuring that perpetrators of sexual violence in the post-conflict period in Sierra Leone are adequately dealt with under the law.

The provision of adequate funding for financing the plan is crucial to translating ideas into reality i.e., support for an implementation process that embraces effective monitoring and evaluation procedures and timely reporting on the plan to measure effectiveness.

In sum, the SiLNAP offers a rare opportunity for promoting gender equality in peace and security in post-conflict transformation in Sierra Leone.

We are hopeful that the efforts put into developing the SiLNAP will not go in vain. These efforts should be actualised by sustained political will, adequate funding, (national and international) an enabling environment and sheer commitment from all stakeholders to move the process forward.

In all of this, women who are at the centre of the entire scheme of things are called upon to take ownership of the process so that they can avail themselves of the opportunity for a new lease of life in peace and security matters.