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Integration of Gender and Enhancing the Capacities of Female Security Sector
Personnel”**

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**REPORT
GENDER AND SECURITY SECTOR REFORM TRAINING
FOR NATIONAL STAKEHOLDERS IN
SIERRA LEONE**

Submitted by

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B. Table of Contents

Cover Page

Table of Content

About the Implementing Partners

List of Abbreviations

Background

- *Training Objectives*
- *Schedule and Participation*
- *Distribution of Participants*
- *Methodology*

Section One: Gender and SSR Training for Parliamentarians

- *Opening Session*
- *Conceptualising and Contextualising Gender and SSR*
- *General and Gender Specific Gaps in Sierra Leone's SSR Endeavour*
- *Significance of Gender Mainstreaming in Sierra Leone's SSR Process*
- *Parliamentary Oversight of SSR*
- *Opportunities and Entry Points to Improve Parliamentary Security Oversight*

Section Two: Gender and SSR Training for Women in Security Sector in Sierra Leone

- *Opening Session*
- *Understanding Conflict and Group Dynamics*
- *The Gender Acts*
- *Opportunities for Female Security Personnel in SSR*
- *UNSCR 1325 and 1820: Protection for Women in the Security Sector*
- *Review of Vision, Mission, Goal, Objectives and Action Planning*

Section Three: Gender and SSR for the Justice Sector Coordination Office

- *Opening Session*
- *About the Justice Sector Coordination Office*
- *Conceptualising SSR*
- *Understanding Gender and Gender Mainstreaming*
- *Judicial Sector Reform: Focus on the Justice Sector Coordination Office*
- *Judicial Sector Reform: What it is*
- *The Sierra Leone Gender Acts*

Section Four: Gender and SSR for the Ministry of Social Welfare Gender and Children's Affairs

- *Opening Session*
- *Understanding Security Sector Reform*
- *Gender Dimensions of Security Sector Reform*

- *Key Reform Areas*
- *Strategies for Mainstreaming Gender in Security Sector Reform*
- *National Initiatives on Gender and Security Sector Reform*
- *The Sierra Leone Poverty Reduction Strategy: Focus on Security*
- *Action Planning: Focus on UNSCR 1325 and 1820*

Annexes

C. About the Implementing Partners

Women Peace and Security Network Africa (WIPSEN-Africa) is a women-focused, women-led Pan-African Non-Governmental Organization that seeks to promote women's strategic participation and leadership in peace and security governance in Africa. WIPSEN-Africa seeks to institutionalize and mainstream women, peace and security by enhancing women's leadership capacities and promoting constructive, innovative and collaborative approaches to non-violent transformation of conflicts, peacebuilding and human security in Africa. Its objectives are to: 1) Provide a platform for women across all levels of African societies to exchange, share and harmonize strategies for women's leadership and build coalitions to promote peace and security in Africa; 2) Strengthen women's capacities to sustain their active engagement in conflict prevention, resolution, peacebuilding, peace support operations and human security at policy, research and praxis levels; 3) Promote the twin approach of mainstreaming gender and women's perspectives in peace and security institutions and mechanisms; while at the same time mainstreaming peace and security in all gender mechanisms, policies and institutions; and 4) Influence policy development and implementation on women, peace and security through rigorous research, strategic advocacy, and documentation. To implement its objectives, WIPSEN-Africa has among others, been engaging security sector actors and institutions to ensure women's rights are protected and their participation guaranteed in ongoing security sector reform processes.

The **Geneva Centre for the Democratic Control of Armed Forces (DCAF)** was established by the Swiss Government in October 2000 as an international foundation, and today has 50 member countries. The Centre works with governments, security sector institutions, parliaments and civil society to foster and strengthen the democratic and civilian control of security sector organizations such as police, intelligence agencies, border security services, paramilitary forces, and armed forces. To implement its objectives, the Centre: 1) Conducts research to identify the central challenges in democratic governance of the security sector, and to collect those practices best suited to meet these challenges; and 2) Provides support through advisory programmes and practical work assistance to all interested parties, most commonly to governments, parliaments, military authorities, and international organizations. DCAF's Gender, Children and Security Programme develop research, policy and implementation materials to support the integration of gender and other cross-cutting issues into security sector reform.

D. List of Abbreviations

AU	African Union
CCR	Centre for Conflict Resolution
CDIID	Complaints Discipline and Internal Investigations Department
CEDAW	Convention on the Elimination of all forms of Discrimination against Women
CEDSA	Centre for the Development and Security Analysis
CISU	Central Intelligence Unit
CSO	Civil Society Organization
DCAF	Geneva Centre for the Democratic Control of Armed Forces
DDR	Disarmament, Demobilization and Reintegration
DISECs	District Security Committees
FSSP	Female Security Sector Personnel
FISU	Forces Intelligence and Security Unit
FSU	Family Support Unit
GBV	Gender Based Violence
G4S	Group 4 Securicom
IMATT	International Military Assistance and Training Team
IRC	International Rescue Committee
JSDP	Justice Sector Development Programme
JSCO	Justice Sector Coordinating Office
LIFLEA	Liberia Female Law Enforcement Association

MARWOPNET	Mano River Union Women Peace Network
MACP	Military Aid to Civil Power
MoD	Ministry of Defence
MSWGCA	Ministry of Social Welfare Gender and Children's Affairs
MoU	Memorandum of Understanding
MoE	Ministry of Education
NSC	National Security Council
NSCCG	National Security Council Coordinating Group
NSP	National Security Policies
NFF	National Fire Force
NGO	Non Governmental Organization
ONS	Office of National Security
PROSEC	Provincial Security Committees
PRSP	Poverty Reduction Strategy Paper
SSR	Security Sector Reform
SSS	Special Security Services
SSI	Security Sector Institutions
SLP	Sierra Leone Police
SGBV	Sexual and Gender Based Violence
RSLAF	Republic of Sierra Leone Armed Forces
UNDP	United Nations Development Programme
UNSCR	United Nations Security Council Resolution

UNIOSIL	United Nations Integrated Office in Sierra Leone
UK	United Kingdom
WIPSEN-Africa	Women Peace and Security Network Africa
WISS-SL	Women in Security Sector in Sierra Leone

1.0 Background

The third phase of the joint project between the Accra-based Women Peace and Security Network Africa (WIPSEN-Africa) and the Geneva-based Democratic Centre for the Control of Armed Forces (DCAF) consisted of training and knowledge networking workshops on *'Gender and Security Sector Reform'* for strategic actors and institutions in Sierra Leone. The training series is a component of an ongoing project aimed at *"Strengthening the Integration of Gender and Enhancing the Capacities of Female Security Personnel in Security Sector Reform Processes in West Africa"*. The first and second phases of the project featured a needs assessment study and national consultations with female security personnel and other stakeholders in Liberia and Sierra Leone.

Findings and feedback from both the study and consultations mentioned above highlighted training and capacity building on the subject area --gender and SSR-- as both a core need and strategy. Beneficiaries identified for the suggested capacity building training exercises were varied and included parliamentarians, civil society, security personnel, the media, government institutions with oversight and security management mandates --including local governance structures. WIPSEN-Africa and DCAF intended for the trainings in the third phase to benefit actors and institutions in both Liberia and Sierra Leone --the two pilot countries for the project. However due to internal constraints within Liberia bordering on a number of factors such as SSR training fatigue, parliamentary recess, leadership crisis within LIFLEA, etc the trainings were only implemented in Sierra Leone.

Training Objectives:

A total of four (4) training workshops (2 two-day and 2 three-day) were organised between 21st August and 3rd September 2008 at the Presidential Lounge of the National Stadium in Sierra Leone. The training workshops which were jointly organised by WIPSEN-Africa and DCAF in collaboration with the Sierra Leone Ministry of Social Welfare Gender and Children's Affairs (MSWGCA) generally aimed at: 1) increasing stakeholder awareness and providing clarity on issues of security and its linkages to gender, 2) enhancing stakeholders' capacities to effectively deliver on their security and justice functions and/or oversight mandates in a manner that is responsive to the needs of both men and women, 3) exploring opportunities for mainstreaming gender and women's issues in the ongoing security (including justice) sector reform processes, 4) providing a space for exchange and interaction between key stakeholders and civil society women's groups, and 5) identify and map out clear roles and action points for stakeholders that will contribute to the attainment of the goal of this project.

Schedule and Participation:

The four trainings were scheduled as follows: 1) Knowledge Networking and Training Workshop on Gender and Security Sector Reform for Parliamentarians (21-22 August 2008), 2) Gender and Security Sector Reform Training for Female Security Personnel (25-27 August 2008), 3) Gender and Security Sector Reform Training for the Technical Committee of the Justice Sector Coordination Office in Sierra Leone (28-29 August 2008), and 4) Knowledge Networking and Training Workshop for the Sierra Leone Ministry of Social Welfare Gender and Children’s Affairs (1-3 September 2008).

The training for Parliamentarians brought together thirty-six (36) participants, comprising of female parliamentarians, members of the Parliamentary Committee on Defence and Presidential Affairs, and representatives from civil society and the MSWGCA.

The training for female security personnel brought together thirty-three (33) female participants from seven (7) security sector institutions, namely the Republic of Sierra Leone Armed Forces (RSLAF), the Sierra Leone Police (SLP), National Fire Force (NFF), private security companies (Group 4 Securicom), Office of National Security (ONS), as well as representatives from civil society and the Ministry of Social Welfare Gender and Children’s Affairs.

Seventeen (17) members of the Technical Committee of the Justice Sector Coordination Office and officials from MSWGCA participated in the training for the Justice Sector. The composition of the Technical Committee is drawn from the Justice Sector Reform Office, the Police, Judiciary, Civil Society (represented by Forum of Conscience and Campaign for Good Governance), Prisons, Office of the Ombudsman, etc.

The training for Personnel for the Ministry of Social Welfare Gender and Children’s Affairs brought together thirty-three (33) participants comprising mainly of staff from the Gender Affairs Division of the MSWGCA, and representatives of women’s organisations such as MARWOPNET, 50/50, Women’s Forum, etc.

Distribution of Participants at Gender and SSR Training:

SIERRA LEONE			
Target	Total participants	Female	Male
Justice Sector Coordination Office	23	6	17
Parliamentarians: (Defence and Presidential Affairs committee and female parliamentarians)	29	11	19
Female Security Personnel (WISSSL)	33	33	0

Ministry of Social Welfare Gender and Children's Affairs	33	28	5
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Methodology:

All four (4) trainings applied the adult experiential learning approach that stimulated full participation and interactions among participants. Participants in each of the four training sessions enriched the training content by sharing both individual and groups experiences. Sessions consisted of mini lectures, group exercises, role plays and brainstorming.

This report highlights deliberations during the four trainings and is accordingly structured in four parts: the first is a report on the training and networking session with Parliamentarians, the second on the training with the newly established association of Women in Security Sector in Sierra Leone (WISSSL), the third on the training and knowledge networking session with members of the Technical Committee of the Justice Sector Coordination Office, and the fourth on the training session with personnel of the Ministry of Social Welfare, Gender and Children's Affairs. Action plans and participants' recommendations are also featured in the report.

Section One: Knowledge Networking and Training Workshop on Gender and Security Sector Reform for Parliamentarians in Sierra Leone

Opening Session:

The knowledge networking and training workshop on Gender and Security Sector reform for Parliamentarians took place on 21-22 August 2008 in Freetown, Sierra Leone. The workshop brought together thirty-six female parliamentarians, Members of the Parliamentary Oversight Committee on Defence and Presidential Affairs, representatives of women's civil society groups; and was opened by the Deputy Minister of Social Welfare Gender and Children's Affairs, Hon. Jeneh Kandeh. The opening session featured statements from the Chairperson of the Parliamentary Oversight Committee on Defence and Presidential Affairs, Rtd. Major Abdul Rahman Kamara, as well as from DCAF and WIPSEN-Africa.

In stressing the all-important need for the full integration of women's issues in on-going security reform and governance processes, the Deputy Minister and Chairperson of the Parliamentary Oversight Committee on Defence and Presidential Affairs both expressed dismay at the tokenist approach to women and gender issues that have been adopted by key actors. Specific concerns bordered on the emphasis that has been placed on recruitment and the disregard for discriminatory and/or unfavourable structural --policy and operational-- concerns such as low level participation and representation of female security personnel in decision making level, proliferation in work place harassment and discrimination, etc. Parliament's oversight role of the security sector was stressed amidst a series of constraining factors that prevented members of the Parliamentary Oversight Committee on Defence and Presidential Affairs from exerting their mandate in this area.

An overview of the training that detailed the project's background, goal and objectives was given by Ms. Ecoma Alaga and Ms. Kristin Valasek from WIPSEN-Africa and DCAF respectively. The former also highlighted specific objectives for the training for Parliamentarians, namely: a) to enhance Parliament's capacities to execute its security oversight role, b) to identify, as well as explore opportunities for addressing specific needs and gaps that hinder effective parliamentary oversight of the security sector, c) to ensure gender and women's issues are prioritised in security policy making and legislation, and d) strengthen collaboration between parliamentarians, the national gender machinery and civil society organisations on security related issues.

The session ended with feedback on participants' expectations. These included increased knowledge and understanding of key concepts --sex, gender and SSR; information and experience sharing on the SSR process; enhanced linkages between the Ministry of Social Welfare Gender and Children's Affairs and the Parliamentary Oversight Committee on Defence and Presidential Affairs.

Conceptualising and Contextualising Gender and SSR:

The actual working session of the workshop started off with an exercise on Gender and SSR to gauge participants' level of understanding of the subject area. The exercise revealed that while most Parliamentarians had an understanding of gender, very few really understood the concept and practice of SSR. Participants' understanding of SSR was limited to aspects of institutional reforms on-going in core security institutions such as the Police and Military. Participants were taken through a detailed presentation on the concept of gender that highlighted the differences between gender and sex, gender roles and concerns, as well as established the linkages between gender and security on the one hand, and gender and security sector reform on the other hand.

The discussion on gender and SSR was kick-started with an exercise that aimed at identifying security sector Institutions and oversight bodies in Sierra Leone. Institutions identified included the Sierra Leone Police, Military (Armed Forces), Fire Force, Prisons Service, Immigrations and Customs, Private security agencies, Judiciary/ justice system, and Anti-drug Enforcement Agency. The Institutions with oversight responsibilities that were identified included the Police Council, Parliament, National Security Council, National Security Council Coordinating Group, ONS, Ombudsman and civil society.

In order to enhance understanding and relevance, the discussions on SSR was further narrowed down and contextualised by Mr. Lawrence Bassie, Chief of Staff of the Office National Security (ONS). His presentation gave a synopsis of the SSR process in Sierra Leone; focusing on its historical trend and the experience of integrating gender. It was also structured to debrief Parliamentarians on their oversight role relating to security and defence budgeting; and the opportunities presenting therein to facilitate equal opportunities for women and men.

The reform of Sierra Leone's security sector was necessitated by the pre-war experience that was characterised by politicisation, corruption and ineptitude of security sector institutions --particularly the military and police. These and the experience of the civil war diminished citizens' trust and confidence in security sector institutions; and thus Government's prioritisation of SSR on Sierra Leone's post-conflict development agenda. The goal of which is to restructure Sierra Leone's security sector institutions, rebuild trust and make SSIs more accountable to democratic governance.

Sierra Leone's security reform process was informed by a Strategic Environmental Analysis of security threats that identified the following as key threats: youth unemployment, corruption, public order problems and bad governance. On-going reforms have however not necessarily been focused on these areas, but have been skewed towards institutional reforms in the Military, Police and Justice Sector. For instance, specific reforms activities in the Military includes capacity building of the Republic of Sierra Leone Armed Forces (RSLAF), integration of ex-combatants into the RSLAF post-DDR, right-sizing of the army to make it more affordable, clear separation of

police and military functions and establishing of Civilian Oversight for the RSLAF. For the Sierra Leone Police (SLP) reform activities have mainly focused on capacity building to promote effective response to crime and outbreak of public disorder, establishment of a Family Support Unit (FSU) and the Complainants Discipline and Internal Investigations Department (CDIID) within the Sierra Leone Police to address issues of domestic and Gender-Based Violence (GBV) and issues of police excesses respectively. The Police Command has also been decentralised to the local level and there is increased community participation in the police through Local Police Partnership Boards. At the level of the Judicial Sector, the Judiciary is now been considered as a key security sector institution and consequently there are on-going reforms to strengthen its institutional capacity (through a UNDP-supported programme), e.g. courts are being strengthened to promote the effective delivery of justice and security services to the citizens. The Justice Sector Development Project (JSDP) is specifically supporting Law reform and improving conditions of service for Magistrates and Judges.

General and Gender-specific Gaps in Sierra Leone's SSR Endeavour:

Among others issues, the presentation identified general, as well as key gender-specific gaps in the Sierra Leone security sector reform endeavour. General gaps include a) inconsistency in political will and loss of focus, b) resistance to reform, from security forces as well as civil servants, c) weak technical capacity especially among civilian (e.g. Parliamentarians) and non-state actors (e.g. civil society groups), d) limited skills to facilitate effective planning and analyses, e) delay in funding and disjointed government support, f) weak civil society advocacy e.g. to hold the government accountable to their gender equality commitments, etc.

In acknowledging that gender and women's issues are 'novelle' to the Sierra Leone SSR experience, the presentation stressed that "so far no strong focus has been placed on gender and women's issues, nor have any significant efforts been made to mainstream gender and women's concerns in the SSR process". Further gaps identified include, a) the lack of institutional gender policies (except for SLP) and absence of key gender contact persons for SSR activities within security sector institutions, b) weak linkages between civil society and gender players on SSR issues, c) the lack of an effective SSR coordinating cell within the Ministry of Social Welfare Gender and Children's Affairs (the national gender machinery), d) weak representation of female personnel at premium strategic security committees e.g. National Security Council (NSC) and National Security Council Coordinating Group (NSCCG), e) minimal representation of women in security decision making despite the increasing enrolment of women in the security sector, and f) the absence of formidable strategies to raise awareness among women on SSR within Sierra Leone.

Other gaps that were identified bordered on 1) the low level of cooperation and interaction between the Office of National Security (the national security coordinating body) and Parliament; and 2) ineffective parliamentary oversight and involvement in the

SSR programmes. In responding to the former, participating Members of Parliament queried ONS for its lack of consultations with Parliament, as well as expressed concerns on the membership and recruitment procedures of the ONS. The ONS' representative assured parliamentarians of the Office's openness and commitment to working closely with Parliament and of the application of a recruitment procedure that is based on merits. In responding to the latter, the presenter proffered a number of recommendations for ensuring gender-sensitive parliamentary oversight of the security sector. Namely,

- Approve, reject or propose amendments to particularly discriminatory security policies and defence laws.
- Call for a national consultation on security issues and ensure that women's groups are well represented and actively participate.
- Engage the Executive, including the national gender machineries, on serious national security matters.
- Oversee budgetary provisions related to security and apply a gender-lens in scrutinising defence budgets.
- Thoroughly vet the appointment of high-level security personnel and ensure gender training for security personnel is adequately budgeted for.
- Effectively monitor and evaluate security policies and programmes to ensure adherence to gender equality and equal opportunities principles.
- Periodically conduct special performance audit to ensure compliance.
- Parliaments can call for quotas and other measures of positive discrimination in changing the composition of the security apparatus. For example emulate the parity representation of the Nordic Countries but ensure that it is based on merit.
- Increase the number of seats for female parliamentarians from 30%.
- Ensure that the recruitment processes into security services are transparent and representative of the entire nation.
- Ensure that all security sector personnel are trained on gender sensitivity.
- Exercise oversight over the human resource and recruitment policies, training and management of security sector institutions.
- Accession to International Human Rights Instruments prohibiting GBV.
- Establishment of a National Committee on the Gender Based Violence.

In order for Parliament to accomplish their oversight security mandate in a manner that is responsive to the general as well as special needs of women, men, girls and boys alike, the presentation further suggested the need for sustained trainings and simulations on gender analysis and mainstreaming skills for Parliaments.

Significance of Gender Mainstreaming in Sierra Leone's SSR Process:

In responding to the request for specialised training on gender related issues and strategies, a session was dedicated to gender mainstreaming. The session which was led by Mrs. Blanche Macauley with the assistance of Hon. Bernadette Lahai, a Member of

Parliament, focused on three main areas: 1) the importance of gender mainstreaming, barriers to gender mainstreaming, and 3) tips for mainstreaming gender into SSR.

The concept of, and rationale for gender mainstreaming was thoroughly explained and barriers to mainstreaming gender identified. Barriers include limited institutional capacity owing to high attrition rate and the rotating nature of the membership of specialised committees, lack of awareness of and/or poor consideration for genders issues among parliamentarians due to traditional biases and ingrained discriminatory cultural practices, the handling of gender and women's issues at merely sectoral rather than national level, party allegiances which has rendered ineffective the Parliamentary caucus on gender and women's affairs, lack of collaboration between female parliamentarians and female security personnel, non-domestication of international instruments, underrepresentation of women in parliamentary security committees, low level awareness and education of women and girls on security related issues, lack of skills on gender budgeting and late access of national budgets (most often parliamentarians only get to see the budgets the day it is being debated).

Gender budgeting was stressed as highly crucial for the effective mainstreaming of gender and women's issues into security review and reform processes. Parliamentarians affirmed their role in this regard, albeit noting their lack of expertise and the need for training to enhance their ability to deliver gender-responsive budgets. Members of Parliament also urged each other to engage in Budget Committee meetings at the district levels.

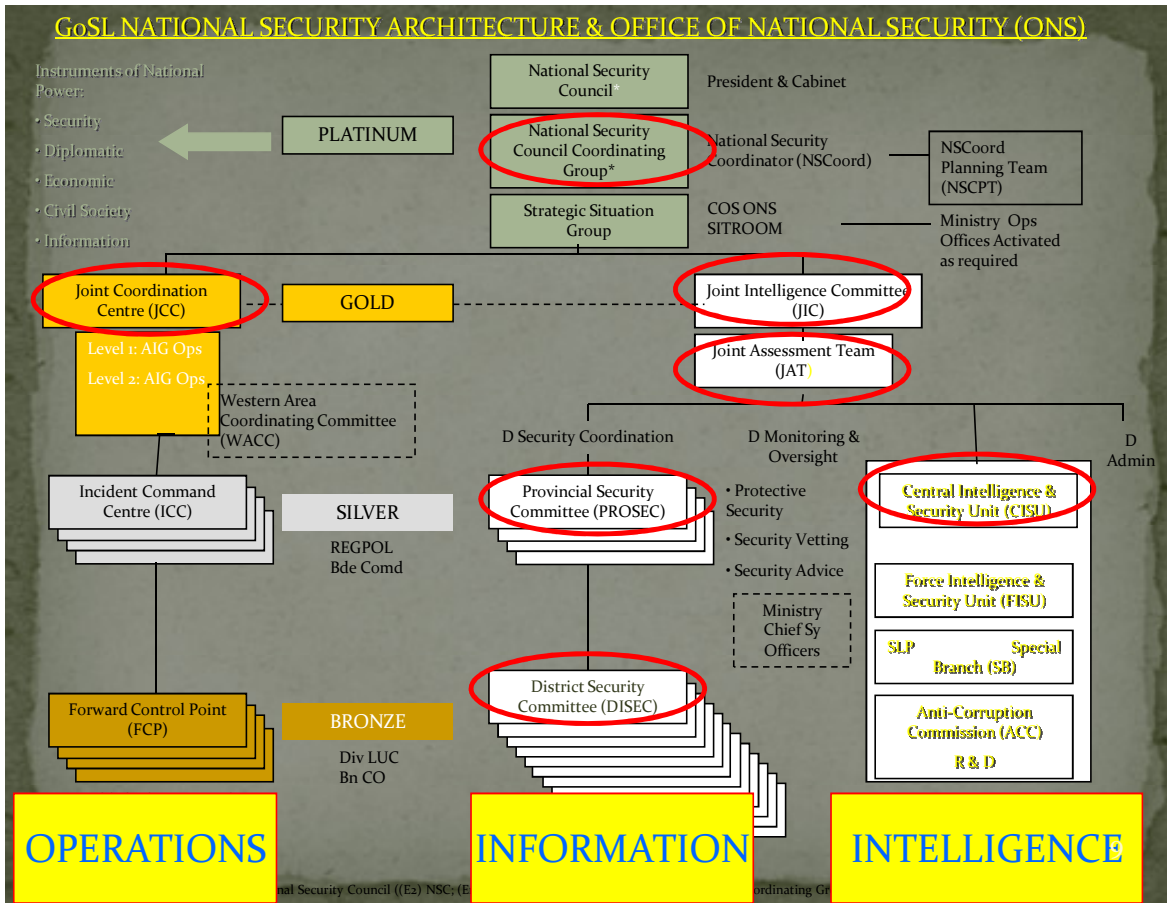
There was a general consensus that the integration and mainstreaming of women and gender perspectives in Parliamentary Oversight will ensure that issues affecting women e.g. gender based violence are effectively mainstreaming in the formulation of National Security Policies (NSP) and in wider inclusion of women in security policy formulation and enactment of laws.

Parliamentary Oversight of SSR: Case Study of the Parliamentary Oversight Committee on Defence and Presidential Affairs:

The role of Parliament in SSR was analysed by Dr. Osman Gbla of the Centre for Development and Security Analysis (CEDSA), who made a presentation on the SSR process in Sierra Leone detailing the historical context of Sierra Leone's SSR process, national SSR initiatives and parliamentary oversight roles --including challenges and opportunities. Sierra Leone's security sector reform exercise was facilitated by a UK and broader International engagement with the Government of Sierra Leone to ensure peace and security in the country. It commenced in 1998 with the signing of a Memorandum of Understanding (MoU) between the UK Government and the Government of Sierra Leone; and was focused on the reform of the Police, Military and Judiciary. At this nascent stage, the civil component was ignored and as such parliamentarians and civil society actors were largely excluded from SSR processes. This

was due to the fact that in Sierra Leone, it was perceived that civilians had no busy with security.

Under the framework of this partnership the Office of National Security was established by the National Security and Central Intelligence Act 2002. ONS has been central to the improvement of coordination and streamlining of the security sector since 1999 as well as to the production of key strategic documents including the 2005 Security Sector Review. The Security Sector Review process which was conducted with the Office of National Security (ONS) as the lead agency culminated in the expansion of the framework for SSR and established a National Security Architecture that put in place a system for Sierra Leone’s Security Sector to pre-empt or act in a coordinated manner to counter internal and external threats. It further operationalizes a decentralised strategy that guarantees broader community participation in security governance at the provincial and district levels namely through the Provincial Security Committees (PROSECs) and District Security Committees (DISECs) respectively.



Within the framework of the Sierra Leone security sector review, the Parliamentary Committee responsible for defence and security matters has undergone a number of changes mainly related to its nomenclature, as well as been brought under scrutiny. In the first instance, its name has been changed from the Parliamentary Committee on

Presidential, Internal Affairs and Defence to Defence and Presidential Affairs. In the second instance, the review exercise revealed specific constraints militating against the Committee's capacity to effectively exercise its security oversight responsibilities.

Participating MPs highlighted some of these challenges as inclusive of the general lack of resources e.g. office spaces, lack of technical support e.g. there are only four (4) clerks serving thirty (30) committees and parliamentarians do not have any research assistance, limited knowledge and expertise especially given the attrition rate earlier mentioned and rotating nature of stewardship in committees, poor conditions of service for parliamentarians e.g. inadequate logistics support (for instance vehicles) for the Defence Committee that inhibits them from visitations, lack of collaboration between MPs and civil society organisations, poor collaboration between the executive and legislature, party allegiances, etc.

Responding to this, the Chair of the Parliamentary Committee on Defence and Presidential Affairs, Rtd. Maj. Abdul Rahman Kamara, noted that Parliament has a constitutional mandate to perform oversight functions over security sectors institutions in terms of policy review, monitoring and budget oversight. However this mandate is constrained by a number of factors: a) weak institutional capacity (as listed above), b) the erroneous but popular perception that issues of state security are better handle by the Executive given the cumbersome procedures of Parliament and expertise required, c) minimal consultation and collaboration with Parliament on issues of security including the participation of Sierra Leonean troops in Peacekeeping Missions, d) dearth of information arising from the unwillingness of security sector institutions to share information which are considered 'classified', e) inadequate staffing at particularly constituency offices, f) lack of sustained international support for especially the civil component of the SSR programme, and g) underrepresentation of women in Defence Committees (e.g. there is only one (1) woman out of sixteen (16) men on the current Parliamentary Committee on Defence and Presidential Affairs).

Recommendations included specific suggestions to WIPSEN-Africa, DCAF and other civil society groups for longer-term engagement of the Parliamentary Committee on Defence and presidential Affairs to increase the knowledge base on security issues and strengthen oversight capacities. This was particularly emphasized against the backdrop of the enactment of a Parliamentary Service Commission that would be responsible for the human resource development of Parliament. Other recommendations called for increased collaboration between Members of Parliament and Civil Society Groups, including a call on the International Community to refocus attention on the civilian component of SSR.

Opportunities and Entry Points to Improve Parliamentary Security Oversight:

Opportunities and entry points for improved parliamentary security oversight in Sierra Leone were posited as international support and good will to the process, enactment of

a Parliamentary Service Commission to facilitate human resource development, networking and experience sharing of best practices from other countries in the MRU sub-sub region e.g. from Liberian Parliamentarians who have benefited from a four-year long Security Oversight Capacity Enhancement programme organised under the auspices of the African Security Sector Network (ASSN), access to information e.g. through ICT, and the Military and Police background of some members of the Committee which could facilitate easy access to information, etc.

Participants were split into groups to deliberate on the above-listed opportunities and entry points with a view to identifying and prioritising key needs that ought to be addressed in order for parliamentarians to maximise the opportunities discussed above. Feedback from the groups exercise listed the following as core needs for Parliamentarians:

<p>Core Needs for Parliamentarians, especially for Members of the Committee on Defence and Presidential Affairs:</p> <ul style="list-style-type: none"> • Gender and Security Training, including on gender mainstreaming, analysis, gender and defence budgeting and auditing. • Financial and institutional capacity building of Parliament for effective Oversight. • Improved collaboration and dialogue between parliament and SSIs (and the Executive) on the one hand, and between parliament and CSOs on the other hand. • Establishment of monitoring teams at the constituency levels. • Awareness raising, information sharing and collaboration, including through sub-regional exchanges visits. • Increased representation of female parliamentarians on defence and security committees.
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A consensus was reached on the top two (2) priorities for immediate action. These were namely, 1) awareness raising, information sharing and collaboration at particularly the MRU level, and 2) sustained gender and SSR training and education for Parliamentarians. Additional group exercises identified practical strategies for addressing the prioritised needs. These strategies are captured in the table below:

<p>Strategies to address prioritised needs:</p>
<p>Need 1 : Awareness raising, information sharing and collaboration</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Resource mobilisation • Strengthening links between Parliament, Civil Society and Security Sector e.g. through the formation of liaison body

- Develop facilitation skills

Need 2: Gender and Security Training and Education

Strategies:

- Consultation with Security Sector Institutions to identify needs
- Budgetary provision for gender and SSR training
- Development of training manual for parliamentarians on gender and security oversight
- Establishment of a resource depository and library

Section Two: Gender and Security Sector Reform Training for Female Security Personnel in Sierra Leone

Opening Session:

The WIPSEN-Africa/DCAF joint project in Sierra Leone facilitated the formation of the first ever umbrella association for female security personnel, called Women in Security Sector in Sierra Leone (WISSSL). The Association which was launched in early August 2008 required much support, which among others included specialised training on gender, security, and security sector reform. Thus the August 25-27 training on Gender and SSR was quite timely and was intended to raise awareness on gender/women's issues within SSIs through training and education of a critical mass of female security personnel.

Specific objectives of the training for female security personnel which also brought together representatives of women's civil society groups and staff of the Ministry of Social Welfare Gender and Children's Affairs were a) to bolster inter-agency cooperation among female security personnel as a crucial first step for mobilizing support for advancing the empowerment of women and gender equality in Sierra Leone's security sector, b) to build and/or strengthen institutional capacities to mainstream gender and women's issues in individual SSIs, c) to facilitate knowledge and information networking between female security personnel, civil society and the national gender machinery, and d) to provide members the space to collectively review and reach a consensus on vision, mission and objectives for the Association.

The opening session climaxed with the collation of participants' expectation of the three-day training. Expectations broadly related to the acquisition of increased understanding of the concepts of sex, gender and SSR; exchange of information, particularly best practices of gender mainstreaming and protection of women; increased networking among female security personnel on the one hand and between female security personnel and civil society groups on the other hand; confidence building and acquisition of public speaking (facilitation) skills; to obtain better understanding of the challenges facing women in the security sector in Sierra Leone; and to acquire skills for resolving particularly intra-association conflicts.

The implementing partner institutions --WIPSEN-Africa, DCAF and the MSWGCA-- also had their own set of expectations in light of participants' low-level understanding of gender, security and SSR issues. Mainly, that participants and the Association would grasp the essence of the training, and thereby positioning WISSSL to provide sustenance for its joint project on '*mainstreaming gender into SSR and enhancing capacities of female security personnel as key change agents in this process*'. It was also expected that at the end of the training (and indeed the project), participants would have acquired the requisite information, knowledge and confidence needed to articulate and champion their concerns.

Understanding Conflict and Group Dynamics:

As a direct response to participants' requests and expectations, the training session began with an examination of the concept of 'conflict', which detailed the nature, types, causes, stages of conflict, as well as approaches to conflict. Participants were further guided through tools for analyzing conflicts --mapping and the conflict tree analytical tool. Role play and simulations by participants generated the entry points for discussions on the subject area.

Participants' initial responses to what conflict is were generally negative --fighting, hatred, quarrel, violence and aggression, etc. However, this perception was changed by the close of the session and a better understanding of how conflicts can be managed attained. The session further examined the linkages between conflict, (in) security and gender emphasizing that depending on the response and approach, conflicts could also provide opportunities to bring about positive changes e.g. as demonstrated by the on-going security sector reform process in Sierra Leone, which is a post-conflict initiative that is creating opportunities for advancing women's empowerment and gender equality.

At the group (association) level, discussions on intra- and inter-group conflicts and conflict handling approaches were extensively discussed and role plays used to further ensure relevance and applicability of skills. Against this background, the need to focus on the collective mission and objectives of the association and to recognize the richness of the association's diversities was emphasized. Individual institutional strengths were to be assessed and utilized complementarily.

Participants' input and feedback on the session revealed that in order to mitigate the re-eruption of violent conflict, there is now a general tendency to avoid rather than confront and address conflict situations at the personal, group, community and/or state levels. This has played out both negatively and positively. For example in the first instance, it has resulted in a growing culture of silence particularly among women's groups; and women in the security sector are most affected by this, as they tended to avoid any form of association and/or action that would be labeled as mutiny.

This attitude to conflict was decried especially in light of the professional requirement and expectation of security personnel to contribute to the management of conflict. The role of particularly the Police was examined in this regard, and there was a general consensus that the lack of information and technical skills also contributed to minimize security personnel's capacity to respond to the differing nature and situations of conflict --especially those that did not bother on armed violence.

A cursory examination of the current trend in Sierra Leone showed that most of today's conflicts bordered on domestic issues; and already there were concerted efforts by both government and civil society to address this. However, given the exclusion of security

institutions from most of these processes, majority of the participating female security personnel were unaware of developments in this area e.g. the Gender Acts, which would benefit them as individual women, as well as enhance their professional capacities to respond to complaints brought to their attention.

The Gender Acts:

The Gender Acts are the latest national legislation enacted in Sierra Leone to protect women and promote their rights in matters relating to marriage, ownership of property and inheritance and domestic violence. Women in the security sector have a role to play in the implementation of this legislation and thus the training sought to raise participants' awareness on the existence, contents and benefits of the Gender Acts.

The Gender Bills were drafted in 2005 through the joint efforts of the Parliamentary Human Rights Committee and the Law Reform Commission in collaboration with the Ministry for Social Welfare Gender and Children's Affairs and civil society women's groups. There was considerable public support particularly from women, to pass the Bills into law. On 20th March 2007, up to 4000 women marched to the National Stadium in Freetown campaigning for the enactment of the Bills before the dissolution of the then Parliament. The then President, Dr Ahmad Tejan Kabbah, in responding to their appeals issued a Certificate of Urgency to ensure that the Bills were passed before the disbanding of Parliament.

Sierra Leone is a signatory to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and thus the Gender Bills were meant to align national laws with the provisions of CEDAW based on two key principles. Firstly, women's rights are human rights and secondly that violence against women is a violation of human rights. Thus the enactment of the three Gender Acts was the first step by Government to fulfill its obligation to domesticate CEDAW, which if fully implemented will dramatically improve the human rights and legal status of women and girls in Sierra Leone. After almost two full years of lobbying and advocacy, Parliament passed the three Gender Acts on 14th June 2007. Namely, 1) the Registration of Customary Marriage and Divorce Act 2007, 2) the Intestate Succession Act 2007, and 3) the Domestic Violence Act 2007.

The laws on customary marriages and divorce were previously discriminatory against women. The main changes the new Act introduces are on: A) Minimum age of marriage (18 years): before the passage of the law there was no age requirement for marriage under customary law. To date the rate of child marriage is very high which has serious consequences for girls and society. Early marriage gives rise to early childbirth which has health consequences. Furthermore, girls cannot complete education and are deprived of the opportunity to learn necessary skills for the labour market which has implications for the society as a whole. B) Consent of both spouses required for valid marriage: before the Act a girl's consent was not required. Forced marriage is still common which

results in unhappy union and domestic violence and usually ends in divorce. This also has negative effects on children and spouses. C) Married women entitled to own property: previously women, especially in the rural area could not own property as they are considered as property of the husband. This law offers women the right to own and dispose of property. This protects them in cases of divorce. Women will now have the opportunity to obtain loans and take part in the economy. D) Dowry not to be returned at end of marriage: previously dowry could be returned by the woman's family when divorce occurs. This forces women to stay in unhappy and abusive relationships as they cannot buy their way out of the marriage. The new law makes it illegal for women to return dowry and any gifts by the man during courtship. E) Legitimization of partners cohabiting for more than five (5) years: previously cohabiting couples were not protected by law. In case of death or separation, they were not considered because they were not married which has effects on the maintenance and welfare of the children. This law offers cohabiting couples the same protection as married couples. F) Registration of customary marriage and divorce: before the law no registration of customary marriages was required. The new law ensures spouses are over 18 years and both consent to the marriage and both or either of them can register the marriage. They can also prove marriage or divorce and can apply for maintenance.

In traditional Sierra Leone communities women are not allowed to inherit property. This situation is made worst by the fact that generally there is no culture of will-writing among Sierra Leoneans. Thus the Devolution of Estate and Intestate Succession Act was enacted to provide both male and female inheritance rights. More specifically, the Acts makes the following provisions: a) husband and wife can inherit property from each other: this will improve the economic status of women and reduce the feminization of poverty. It will also have a positive effect on women's access to acquiring loans, owning property, starting business, etc. B) Unmarried couples who cohabit for more than 5 years will be protected: previously the law did not protect unmarried couple in cases of death. C) Children born out of wedlock will be entitled to monies for education and maintenance until 18 years.

The Domestic Violence Act was passed to protect citizens in spaces generally assumed to be "safe". Prior to the passage of this law, most victims of domestic violence refrained from seeking justice due to fear of reprisal by the perpetrator. Others were prevented by family members from seeking redress. Also domestic realm did not include public institutions that take care of children. Consequently, the new law states that: i) domestic violence is crime punishable by law, ii) victims of violence can seek redress in the court of law without fear of reprisal by perpetrators or ostracization by the family members, iii) victims of domestic violence can ask for protection order to prevent perpetrator from further harassing her/him or regulating the relationship, and iv) domestic realm includes public institutions such as schools, etc where children spend a bulk of their time.

The role of security institutions in implementing the Gender Acts were discussed with specific focus on the Police. Police officers have to broaden communities' understanding of violence against women to go beyond physical violence and their impact on women. They have to make violent people realize that violence is no longer an option by explaining to perpetrators the seriousness of their actions and their impact on victims, and by taking these matters to court. They also have a role to play in pursuing prosecution once in court, protecting victims if necessary, obtaining conviction with considerable seriousness, encouraging community members to report violence against women, and in protecting witnesses.

Responding to the presentation participants affirmed that most of the challenges they encountered in working on these issues bordered on lack of awareness of these instruments, lack of adequate skills and knowledge, cultural stereotypes, lack of training opportunities, and for some women trauma, given that they are themselves victims sexual harassment and exploitation.

Opportunities for Female Security Personnel in SSR:

The training session for female security personnel also featured a presentation on the security sector reform process in Sierra Leone. The presentation focused on opportunities the SSR process provided to advance the gender agenda. Key opportunities highlighted include the existence of international instruments such as UNSCR 1325 and 1820, increasing political will that is needed to facilitate dialogue with top echelons of Security Sector Institutions such as the Inspector General of Police, the Chief of Defence Staff of the RSLAF; the formation of WISSSL which provides an opportunity to strengthen linkages/networking between security sector institutions; the existence of a national gender mainstreaming framework with which female security personnel and other groups can use in lobbying for the identification and appointment of gender contact persons within SSIs; and the growing interest of the MSWGCA in security related matters which offers an opportunity to create a Secretariat within the Ministry of Social Welfare Gender and Children's Affairs (MSWGCA) to deal with Gender and SSR issues.

Discussions on the SSR process revealed that most of the participants (though personnel of security institutions) had minimal knowledge on, and had not participated in SSR processes. An exercise was conducted to gauge participants' level of understanding on security sector reform including actors and responsibilities. In four break-out groups participants brainstormed and identified a) core actors, b) management and oversight bodies, c) Justice and Rule of law, and d) non-statutory actors. Core actors identified were the Republic of Sierra Leone Armed Forces (RSLAF), Immigration, Sierra Leone Police (SLP), Prisons, National Fire Force (NFF), Presidential Guards, Sierra Leone Ports Authority, Customs and Excise, Forces Intelligence and Security Unit (FISU), Central Intelligence Security Unit (CISU), Private Security Companies, and Anti-Drug Enforcement Agency. Institutions with oversight responsibility included the Police

Council, Parliament, National Security Council, National Security Council Coordinating Group, ONS, Ombudsman and civil society, Religious bodies. Justice and Rule of Law included the Courts, Judges, Magistrates and Lawyers. Non-Statutory Bodies included Chiefdom Police and Private Security Companies.

Participants further identified oversight bodies for specific core security institutions:

Core Security Actors	Oversight Bodies
Republic of Sierra Leone Armed Forces	The Head of State (Commander-In-chief of the Armed Forces), Parliamentary Oversight Committee on Defence and Presidential Affairs, National Security Council, Office of National Security, Ministry of Defence, National Security Council Coordinating Group, International Military Assistance and Training Team (IMATT), Civil Society Organisation.
Immigration	Ministry of Internal Affairs, Ministry of Foreign Affairs, Office of National Security, National Security Council, NSCCG, Civil Society
Sierra Leone Police	The Head of State, Parliament, The Inspector General of Police, National Security Council, Local Police Partnership Board, Civil Society Organisation, Police Council
Central Intelligence and Security Unit	The Head of State, National Security Council, Office of National security
Prisons	Ministry of Internal Affairs, Office of National Security, Office of the President, Office of Ombudsman, Human Rights Commission, Ministry of Health, Parliament, Civil Society Organisation
Courts	Ministry of Justice, NGOs, UN, Parliament, Human Rights Commission, National Security Council, Civil Society Organisation
National Fire Force	Ministry of Internal affairs, Parliament., National Security Council, Civil Society Organisation
Private Security Companies	ONS, Ministry of Internal Affairs, Parliament, Ministry of Labour, Civil Society.

UNSCR 1325 and 1820: Protection for Women in the Security Sector:

Participants were introduced to International Instruments relating to Gender and Security, namely UNSC Resolutions 1325 and 1820. Participants were split into groups to identify approaches for implementing the Resolutions in SSIs. Feedback on approaches included training; sensitization and awareness raising; networking and collaboration

with women's civil society groups and the Ministry of Gender to monitor and track implementation, especially given that both Resolutions constitute an integral part of the work of the Peacebuilding Commission; translation of UNSCR 1820 into user friendly versions; dialogue with institutional leadership to incorporate Resolutions 1820 and 1325 into, including the formulation of punitive measures for perpetrators of sexual violence.

In plenary participants, role-play and identified the features of an imaginary gender equitable work place with 60% women in decision making positions and 40% men. Features identified include absence discrimination, GBV and Sexual Harassment; objective and transparent recruitment, promotion and career development procedures; effective networking with women's organisations; gender sensitive polices and more women promoted into decision making provisions.

Participants further reflected on the realities in work places and identified a number of gaps including low female representation in decision making positions, gender blind policies, low level of education of women, discrimination, weak networking with women's organisation, and lack of information exchange between men and women.

In six break-out groups participants identified actions to address the gaps and include:

Strategies to address identified Gaps
<p>Gap 1: Gender Blind Policies</p> <p>Strategies:</p> <ul style="list-style-type: none">- Review of existing policies- Domestication of UNSC Resolution 1325 and 1820- Ensure policies make provision for the training of women- Develop gender sensitive recruitment policies- SSIs should adopt the existing policy on GBV
<p>Gap 2: Under-representation of women in SSIs</p> <p>Strategies:</p> <ul style="list-style-type: none">- Ensure capacity building for women through training- Increase the number of women in leadership and decision making positions within SSIs- Community sensitization and awareness raising to eradicate negative stereotypes and assumptions- Profiling and showcasing women in Security Institutions- Review recruitment criteria and procedures- Develop policies on sexual harassment and review codes of conducts

Gap 3: Poor networking among female security personnel

Strategies:

- Encourage information and experience sharing among women in the various Security Sector Institutions
- Organise regular platforms to promote cohesion, as well as to discuss and strategize on approaches to addressing the challenges affecting women in Security sector
- Consolidate such platform e.g. through the formation of an association of women in the security sector to give female security personnel a voice and act as a lobby/advocacy group.

Gap 4: Low level education and training for female personnel

Strategies:

- Embark on a mass awareness raising campaign on the benefits of education and training for women and girls.
- Award scholarships to women and girls.
- Develop and enforce policy to ensure that women benefit equally from in-service trainings for career development
- Promote curriculum and training on gender
- Engaging Civil Society and other actors to raise awareness on women's education

Gap 5 : Discrimination against Women within the Security Sector

Strategies:

- Promote measures to increase educational levels of female security personnel
- Review institutional policies on recruitment and reproductive rights
- Conscientisation of men through awareness raising and workshops on gender, gender mainstreaming and resolutions 1820 and 1325

Gap 6: Inadequate Information Exchange

Strategies:

- Promote effective networking among personnel
- Create room for dialogue at different levels
- Increase representation of women in decision making

Review of Vision, Mission, Goal (Aim), Objectives and Action Planning:

The training session ended with a review of the vision, mission and objectives of WISSSL as proposed and earlier drafted by a few of its members. In addition an action plan was developed. Revised vision, mission, objectives and action points are highlighted in the table below (**these are stated as adopted by WISSSL without any edits*):

Vision

To merge, secure and expand with Women in security institutions (WISS) across the Mano River states.

Mission			
To bring together women from security institutions, to act collectively for their common good, empowerment and for the good of the institutions they serve.			
Goal/Aim			
To create a platform for women in security sector institutions to collaborate and mutually support each other in ensuring that women's issues, concerns, aspirations and priorities are effectively mainstreamed into the national security agenda.			
Objectives			
<ul style="list-style-type: none"> - To foster dialogue, networking and unity on gender and women's issues among various security institutions nationally, regionally and internationally. - To enhance the capacities of female security personnel including through education, advocacy and empowerment. - To facilitate the incorporation of gender into the national security policy as well as in institutional policies and operations. - To improve female representation and participation in the various security sector institutions. - To have a joint agenda and action plan outlining existing gaps and needs within the various security institutions. 			
Action Points			
Objectives	Activities	Person Responsible	Time Line
To foster dialogue, networking and unity on gender and women's issues among various security institutions nationally, regionally and internationally	Workshops National and international seminars and workshops	DCAF WIPSEN-Africa Other partners	
To enhance the capacities of female security personnel including through education, advocacy and empowerment.	Education Seminars, workshops, Training/skills programmes	DCAF WIPSEN-Africa MSWGCA	3months
	Advocacy Lobby, road show, sensitization (media)	WISSSL MSWGCA Red Cross UNDP	4 months
	Empowerment Skills training	JSDP MSWGCA	6months

To facilitate the incorporation of gender into the national security policy as well as in institutional policies and operations	Dialogue With heads of SSIs	WIPSEN-Africa DCAF MSWGCA WISSSL	
To improve female representation and participation in the various security sector institutions	Sensitization Community sensitization and showcasing of female security personnel Mentorship	DCAF WIPSEN-Africa MSWGCA WISSSL Schools/MoE MSWGCA WISSSL	On-going
To have a joint agenda and action plan outlining existing gaps and needs within the various security institutions.		WISSSL WIPSEN-Africa DCAF MSWGCA	6 months

Closing Session and Press Briefing:

The training ended on a high note with an immense sense of appreciation to WIPSEN, DCAF and the MSWGCA. An appeal was also made to WIPSEN and DCAF to sustain the process. A media briefing was also convened to present the newly formed association, WISSSL, to the public.

Section Three: Gender and Security Sector Reform Training for the Technical Committee of the Justice Sector Coordination Office in Sierra Leone

Opening Session:

As a direct response to a request from the Justice Sector Coordination Office in Sierra Leone, WIPSEN-Africa and DCAF organised a two-day training on Gender and Security Sector Reform for members of the Technical Committee of the Justice Sector Development Programme. The workshop which took place on 28 and 29 August 2008 brought together twenty-three (23) participants consisting of Technical Committee members, representatives of civil society and of the Ministry of Social Welfare Gender and Children's Affairs (MSWGCA).

In her opening remarks the Coordinator of the Justice Sector Coordination Office, Ms. Sarah Lewis, acknowledged the importance of the training and the need to strengthen the integration of gender into the on-going SSR process. Gender integration into SSR strengthens on-going reform the processes and is crucial for ensuring institutions that are accountable, efficient and responsive in the delivery of security and justice services. She further noted that as part of the overall Security Sector Reform process in Sierra Leone, a Justice Sector Reform strategy (2008-2010) was developed to transform the Justice Sector in a manner consistent with good governance and rule of law. She acknowledged there is no strong focus on gender in the Justice Sector Reform Strategy.

Ms. Ecoma Alaga of WIPSEN-Africa gave an overview of the training detailing its background and objectives which mainly aimed at exploring opportunities for mainstreaming of gender and women's issues into Justice Sector Reform Strategy, as well as the identification of best practices. Participants also indicated their expectations of the training, namely to: increase knowledge and understanding of gender issues; enhance knowledge on the linkages between gender and justice sector administration and reform; strengthen skills for engagement in justice sector reform processes; gain knowledge on the linkages between the justice and security sector; and acquire to integration gender and women's issues into the ongoing justice sector reform process.

About the Justice Sector Coordination Office:

The Justice Sector Coordination Office (JSCO) was created within the Ministry of Justice in 2007 to coordinate the sectoral policy, planning, budgeting and operationalization of the Justice Sector Reform Strategy. The JSCO is a component of a broader five-year Justice Sector Development Strategy which is funded by the UK Department for International Development; and aimed at restoring the rule of law, preventing further outbreaks of violent conflicts; improving safety, security and access to affordable and equitable justice for people, particularly the poor, vulnerable and marginalised groups. The Justice Sector Coordination Programme, within which the JSCO falls, supports these objectives by helping to improve the performance of key sector institutions including of

the Judiciary, Police, Corrections (Prisons) Services, Civil Society, the Ombudsman, Local Government, key Ministries and parastatals, etc.

THE JUSTICE SECTOR COORDINATION PROGRAMME OF THE GOVERNMENT OF SIERRA LEONE
Programme Objective Improve safety, security and access to justice for the people of Sierra Leone
Priorities <ul style="list-style-type: none">• Increased accessibility of justice for poor and vulnerable groups• Revision of out of date and inappropriate laws and procedures• Speedier resolution of cases through the courts• Effective utilisation of available resources• Improved response by the police to community needs and priorities• Reduced congestion in prisons• Better facilities and treatment for juveniles in the criminal justice system

Conceptualizing SSR:

The actual working session of the training began with an exercise in which participants discussed their understanding of SSR and mapped out actors engaged in SSR processes in Sierra Leone. Identified actors were categorised along three lines: core, oversight and statutory actors. The following were listed as core actors -Republic of Sierra Leone Armed Forces (RSLAF), Immigration, Sierra Leone Police (SLP), Prisons, National Fire Force (NFF), Presidential Guards, Sierra Leone Ports Authority, Customs and Excise, Private Security Companies, and Anti-Drug Enforcement Agency. Actors/institutions with oversight responsibility included the Police Council, Parliament, National Security Council, National Security Council Coordinating Group, Office of National Security (ONS), Ombudsman and civil society and religious bodies.

In break out groups, participants brainstormed on the relationship between the Judiciary and actors/institutions identified above; both in terms of institutions that has an oversight role of, or collaborate with the Judiciary. Institutions that collaborate with the Judiciary include the Sierra Leone Police, Ministry of Internal Affairs, Ministry of Social Welfare Gender and Children’s Affairs and the Prisons. Institutions with an oversight role include Ministry of Justice, Office of the Ombudsman, Anti-Corruption Commission, Civil Society, the Executive and Parliament. Participants’ had differing views on what Parliamentary Oversight of the Judiciary means, and on how this is actually applied and practiced in Sierra Leone.

Following the debates on the above, a presentation on *'Aims and Objectives of SSR'* was made by Dr. Osman Gbla who reflected on the historical context of SSR in Sierra Leone and the nature the reform process have taken within key institutions that have benefitted from the process so far. Reforms in the RSLAF include capacity building of the RSLAF, integration of ex-combatants into the DDR, right-sizing of the army and establishing of civilian oversight of the RSLAF through the Office of National Security. Within the SLP the reform process has been focused on capacity building to respond to crime and outbreak of public disorder, establishing of Family Support Units (FSU) and Complainants Discipline and Internal Investigations Department (CDIID) to address Gender Based Violence (GBV), issues of police excesses and to promote Local Police Partnership (community policing). Within the framework of the Judicial Sector Reform the focus of the UNDP-supported phase has been on capacity building (both human and institutional), including ensuring improved conditions of services for judges and magistrates.

The presentation also highlighted key challenges which included the lack of sustained international support of the process, limited resources (human and material), weak civil society engagement in the process and limited information about the gains made in the SSR process.

Understanding Gender and Gender Mainstreaming:

The session on 'Gender' commenced with a role play by participants to identify feminine and masculine attributes. Feminine attributes identified included being soft spoken, not assertive, pleasant, polite, timid, vulnerable, gesticulation, smile, empathy, etc. Masculine attributes included being imposing, dominating, demanding, authoritative, worrying (lots of responsibility), and ready to act. Participants also identified attributes of both African men and women. Attributes of African women included being submissive, a caretaker, caring, dependent, docile, timid, homemakers and resourceful. The same attributes were identified as attributes of Sierra Leonean woman.

Drawing from the discussions and analysis of the role play, participants were taken through a session on 'Understanding Gender' by Ms. Ecoma Alaga who explained the difference between gender and sex, gender roles and established the linkages between security and gender.

To take this further, a presentation was made by Ms. Blanche Macauley 'Gender Mainstreaming' and its significance to the SSR Process in Sierra Leone. In order to increase participants' appreciation and understanding of the concept a historical overview of the shift from 'women in development' to 'gender and development' was given. Definitions, rationale, the role of Justice Sector in mainstreaming Gender and the barriers to gender mainstreaming were also discussed. Some barriers to gender mainstreaming highlighted by participants included misconception of the concept as solely women's issues, cultural factors, lack of political will and dearth of reliable data.

The presentation climaxed with a rundown of the steps for gender mainstreaming including self-examination, analyses, advocacy /lobbying, networking and monitoring and evaluation.

Judicial Sector Reform: Focus on the Justice Sector Coordination Office:

The session on judicial sector reform commenced with a presentation on the Justice Sector Coordination Office (JSCO) by its Coordinator, Ms. Sarah Lewis. The presentation highlighted the structure and membership of the Justice Sector Coordination Office, its vision, mission and goals, as well as explained the Justice Sector Reform Strategy. As earlier indicated in this section, the Justice Sector Coordination Office is the institutional machinery responsible for coordination of all activities and programmes relating to the implementation of the Justice Security Reform Strategy. Its membership is composed of representatives from the Ministry of Justice, Ministry of Internal Affairs, Ministry of Social Welfare Gender and Children's Affairs, Judiciary, Prisons, Law Reform Commission, Judicial Service Commission, Sierra Leone Police and the Office of the Ombudsman.

The goal of the Justice Sector Reform Strategy as earlier highlighted is to develop a safe community, improve access to justice, strengthen the rule of law and improve justice service delivery. The presentation acknowledged that gender issues have not been broached in Justice Sector Reform Strategy, although these were somewhat integrated in 'Output 4' of the UNDP Framework (2009-2011). In addition to the challenges earlier highlighted the presentation also noted that the multiplicity of actors and their different frameworks (e.g. UNDP) constituted a challenge as is proving difficult to either harmonize and/or integrate all of these into the Justice Sector Reform Strategy.

Judicial Sector Reform (JSR): What it is:

Professor Nsongura Udombana led an interactive session on the linkages between Justice Sector Reform and SSR. In doing this, a special focus was placed on the practice of Justice Sector Reform within the context of post-conflict societies. His presentation highlighted the different conceptions of justice; rationale for justice sector reform; goals, challenges and approaches to JSR; and the linkages between justice sector reform and security. The different conceptions of justice were discussed within the scope of retributive (corrective), remedial (compensatory), and distributive (social) justice.

Justice Sector Reform its normative sense is defined as a process of rebuilding institutions for delivery and/or reform of legal norms and processes towards re-establishing rule of law, promoting peace and security, and protecting human rights. The rationale for justice sector reform were highlighted as weak or non-existent of rule of law; lack of institutional capacity within the justice sector; lack of public confidence in state authority; lack of respect for human rights; lack of peace, security and inadequate law enforcement and justice administration. In the regard the goal of any justice sector

reform exercise is to develop a fair and equitable constitution (and laws) based on International Standards and Human Rights provisions, introduce legislative and enforcement mechanisms to promote and protect human rights, to overcome barriers confronting marginalized and vulnerable groups such as women, and to develop a credible and effective impartial Judiciary.

Justice Sector Reform can also be undermined by the following:

- lack of political will;
- competing legal frameworks among various systems;
- (in)formal, traditional and religious systems;
- exclusion of certain segments of society from the reform processes;
- lack of basic resources needed by judicial actors;
- lack of, or dilapidated infrastructure such as courtrooms, interview rooms, separate holding facilities for men and women;
- lack of independence of the Judiciary resulting in little or no separation of powers;
- poor oversight and/or general interference by the executive, customary law which is occasionally at variance with recognized Human Rights conceptions, and corruption among judicial actors;
- shortage of qualified judicial actors;
- cultural attitudes and practices; and
- lack of access to justice especially by women

The Justice Sector Reform process in Sierra Leone was extensively discussed. Focus was placed on a number of issues, including reflections on the justice challenges plaguing the country in its post-conflict; namely gross lack of access to justice by vulnerable groups including women and children.

The presenter also proffered a set of approaches to be undertaken in Sierra Leone for a successful and sustained reform of the justice sector. These included a) a more comprehensive approach that pays attention to all of its interdependent institutions; b) sensitivity to the needs of key groups such as women and youths; c) considerate of the need for interaction between transitional justice mechanisms; d) reflect on the nation's dualistic legal system; e) pay attention to both normative and institutional regimes; f) be mindful of the limited relevance of the formal justice system to many citizens and the marginalization of certain segments of society, g) and emphasize human rights education, empowerment and flexibility in services.

In order to provide participants a better understanding of the linkages between justice and security a distinction was made between state and national security. National security has to do with the sovereignty and territorial integrity of the state. Human security has to do with survival and quality of life of people including job security, income security, health security, environmental security, etc. The UNDP definition of security was highlighted as safety from constant threats of hunger, diseases, crime and

repression, and protection from sudden and hurtful disruptions in the pattern of daily lives.

Having made this distinction, the presenter noted that justice and security are mutually reinforcing concepts. As such justice sector reform should promote national security and national security must not be pursued at the expense of human security. This approach is particularly needed for the consolidation of peace in the post-conflict period because the population ought to be confident that redress for grievances can be obtained through legitimate structures for the peaceful settlement of disputes and the fair administration of justice. Peace and stability can only prevail if the populations perceive that issues that are politically charged can be addressed in a legitimate and fair manner. A strong justice sector that is founded on this basis protects and enhances people's rights and deters anti-social behavior and a weak justice sector results in self-help thereby undermining the rule of law and security. In plenary participants discussed how failure in the administration of justice impact on other institutions involved in the reform process. For instance delayed trials may among others result in overcrowding in the prisons.

In break out groups participants brainstormed the goals of the Justice Sector Reform Strategy and identified gender issues for each goal.

Goal One: Safe Communities:

Gender Issue:

- Sexual and gender based violence (SGBV)
- Lack of sex disaggregated data
- Poor safety in prisons
- Inadequate consideration for the special needs of women such as reproductive health issues

Goal Two: Access to justice:

Gender Issue:

- Inequality between women and men before the law
- Lack of access to justice
- Poverty, resulting in lack of financial resources to pay for justice service
- Illiteracy, resulting in lack of knowledge, stigmatization, stereotypes and discrimination

Goal Three: Strengthening the Rule of Law:

Gender Issue:

- Human rights Violations
- Discrimination in sentences
- Discriminatory legislations

Other general gender issues revolve around under-representation of women within the justice system, lack of awareness on gender and human rights issues, and lack of policies on Sexual and Gender-Based Violence including on sexual harassment and exploitation.

The Sierra Leone Gender Acts:

In responding to some of the gender issues discussed in the previous session, a presentation was given on the new legislation adopted in 2007, the 'Gender Acts', by Ms Battu Jambawai. Namely on the:

- *Registration of Customary Marriage and Divorce Act*: this seeks to address discriminatory practices in customary marriage by authorising the compulsory registration of all customary marriages as well as divorces. The Act also recognises a) women's rights to own properties, b) cohabitation, and c) sets the legal requirement for valid customary marriage such as age and consent of both parties.
- *Devolution of Estates Act*: this addresses issues of property inheritance, testate and intestate.
- *Domestic Violence Act*: this addresses issues of wide ranging abuses in domestic relationships.

The presentation also highlighted the role of the Justice Sector Coordination Office in the implementation of the Acts. Some of the identified roles include knowledge of the Acts and its application to different situations, dissemination, coordination of legislative reform i.e. amendment of Section 27 (4d) of the 1991 Constitution and enactment of the 'Sexual Violence Bill' and 'Matrimonial Causes Bill', collaboration and coordination with other actors for effective service delivery, and encouragement of gender sensitive investigation and prosecution.

The training ended with a session led by Ms. Betty Alpha of the MSWGCA on 'Gender Budgeting'.

Section Four: Knowledge Networking and Training Workshop for the Sierra Leone Ministry of Social Welfare Gender and Children's Affairs

Opening Session:

The training session for the personnel and partners of the Ministry of Social Welfare Gender and Children's Affairs commenced with welcome statements made by a representatives of the Ministry, DCAF and WIPSEN-Africa. In her opening remarks Ms. Ecoma Alaga, Director of Programmes of WIPSEN-Africa noted the relevance of the training to the Ministry's broad mandate on gender mainstreaming. She also stated that the importance of the training for the Ministry was predicated on the fact that the Ministry has a broad mandate but no specific focus on security and as such as has largely absolved itself from key processes relating to peace and security.

The specific objectives of the training for the MSWGCA were as follows. To:

- Build/strengthen the Ministry's institutional capacity to ensure the mainstreaming of security into work related on gender and women issues;
- Facilitate increased dialogue, collaboration and linkages between the MSWGCA and Security Sectors Institutions, through WISSSL;
- Identify the role of the MSWGCA in security policy discourse, practices and operations in Sierra Leone;
- Forge increased linkages between the Ministry and Civil Society women's groups working on peace and security related issues.

In responding to the above, participants highlighted their expectations of the training, which included:

- Acquiring knowledge on strategies for effective networking with civil society;
- Improved understanding of SSR and approaches to integrating gender in SSR;
- Sharing information and ideas on SSR;
- Learning new strategies for mainstreaming gender into SSR;
- Identifying clear entry points for Ministry into SSR issues;
- Understanding the role of women in peace processes, including conflict resolution and peacebuilding;
- Gaining better understanding of security-related issues.

Understanding Security Sector Reform:

The actual working session of the workshop began with an exercise on SSR to gauge participants' level of understanding of the subject area. Most participants were of the view that SSR simply refers to the transformation of security sector institutions; and their understanding of SSR was limited to institutional reforms currently taking place in institutions such as Police and Military (Armed Forces).

A detailed explanation of SSR which noted the key goals as creating security systems and institutions that are effective, affordable, professional and efficient; and that conform to democratic principles and ideals such as inclusivity, transparency, accountability and civilian oversight was given. SSR provides an opportunity to build security institutions that are founded on these principles. However for this to take place reform must be comprehensive and address all areas -- policies, training, recruitment, logistics --including infrastructure, and must seek to improve conditions of service for personnel.

Gender Dimensions of SSR:

Participants were taken through an interactive session on the gendered dimension of SSR where the role of women in SSR was examined vis-a-viz their role and contributions to peacemaking, conflict management and resolution, early warning and peacekeeping. Some participants noted that women have also been involved security operations despite the fact that the field has, and still is considered to be a male preserve. The challenge for women working within security sector environments however remain the prevailing nature of masculinities which reinforces patriarchy and the prevailing pattern of male dominance within these institutions.

To contextualise the discussions, a presentation was made by Mr. Larry Bassie of the Office of National Security on '*Gender and SSR: the Sierra Leone Experience*'. The presentation highlighted Sierra Leone's SSR endeavour; its historical context and scope; specific reforms within different security institutions such as the Armed Forces and Police; and focused on the efforts made so far to mainstream gender and women's issues into the process.

The Security Sector Reform process in Sierra Leone dates back to the pre-war days which were characterised by politicisation of the security sector institutions (namely the military and police), corruption, gross human rights abuses and indiscipline. The war further diminished citizen's trust in security sector institutions. The SSR exercise was thus conceived during the immediate post-war context as a necessity to restructure the security sector, rebuild public confidence and trust in, and make SSIs accountable to democratic governance.

The reform process started with a UK-led broader international engagement with the Government of Sierra Leone that resulted in a Memorandum of Understanding (MoU) between the Government of Sierra Leone and the UK to carry out the SSR. This MoU further led to the establishment of the Office of National Security (ONS) to coordinate the SSR exercise. The SSR process was informed by a Strategic Environmental Analysis of security threats in Sierra Leone which identified the following as major security concerns: lack of political will, youth unemployment, corruption, public order problems and bad governance.

Reform Areas:

Thus far, the institutions that have benefitted from the security sector reform exercise in Sierra Leone are the Military (Republic of Sierra Leone Armed Forces - RSLAF), Sierra Leone Police (SLP), and the Justice Sector.

- Reforms in the Military include capacity building of the RSLAF, integration of ex-combatants into the DDR programme, right-sizing of the army and establishment of Civilian Oversight of the RSLAF.
- Within SLP the reform process has included capacity building to promote rapid and effective response to crime and outbreak of public disorder, establishment of Family Support Unit (FSU) and CDIID to address GBV and issues of police excesses; the promotion of Local Police Partnerships (community policing).
- Within the justice sector, the judicial sector reform process has included capacity building programmes supported by UNDP and initiatives to improve conditions of service for judges and magistrates.

The presentation acknowledged that 'Gender' is 'nouvelle' to the SSR discourse and practice in Sierra Leone, emphasizing that so far there have not been any conscious efforts made to incorporate a gender perspectives in the SSR process. This is in spite of the fact that women are employed within the security and justice sectors (although even at that their representation in decision making is minimal). Additional gender gaps were highlighted in the presentation, including the lack of key gender contact persons within SS Institutions; weak linkages between CSOs and gender players on SSR; lack of an effective SSR Coordinating Cell or Unit within the MSWGCA; weak representation of female personnel at premium strategic security Committees; and the lack of formidable strategies to raise awareness of women on SSR both within and outside SSIs.

Specific recommendations were made with reference to entry points and opportunities for mainstreaming gender and women's issues into SSR. These include establishing dialogue with the top echelon of security sector institutions such as with the National Security Coordinator, Inspector General of Police and Chief of Defence Staff; strengthening the intra and inter-agency linkages between security sector actors; identifying contact persons on gender within SSIs; and establishing an SSR Secretariat within the MSWGCA.

Strategies for Mainstreaming Gender into SSR:

In the spirit of networking, partnership building and capacity strengthening the session on gender mainstreaming for the MSWGCA was led by a female parliamentarian, Hon. Bernadette Lahai. The session was highly interactive and participants were asked to brainstorm on the definitions of 'gender mainstreaming'. Feedback received included:

- Putting in place gender inclusive policies and programmes,

- Planning for men and women;
- Ensuring equal opportunities for men and women in all spheres of life; etc

The brainstorming exercise was followed by a mini lecture on the concept which highlighted key definitions, goal as well as advantages. The goal of gender mainstreaming is gender equality. The advantages of gender mainstreaming include reduction of poverty and discrimination; promoting social security, equal access, fairness, equity and stability; creating a level playing ground; increased sustainability; and ensuring equitable distribution of resources. The guiding principles for the realization of this include planning; gender diagnosis; development of strategies, timeline, resources and budget; and monitoring and evaluation.

The mainstreaming of gender perspectives in SSR will ensure a) that the different security and justice needs of women, men, girls and boys are met, and the deprivation of these needs are prevented; b) a participatory and democratic security sector; c) a transformation of the culture of violence; d) rapid and effective responses to issues of GBV; e) the under-representation of women in security sector is redress; and f) that security sector institutions are more effective in their operations.

Strategies:

The following were identified as strategies for integrating gender and women's issues into SSR:

- Review of existing Security Legislations;
- Domestication of international and Regional Instruments relating to gender and security;
- Lobby for minimum 30% representation of women in decision making positions within SSIs;
- Advocate and provide technical support for the development of institutional gender policies for SSIs;
- Training for women in Security Sector;
- Institute policies on sexual harassment, discrimination and GBV;
- Review recruitment and retention policies to ensure there are women-friendly;
- Advocacy and lobbying;
- Research and documentation;
- Demonstration of political will at all levels

National Initiatives on Gender and SSR:

Participants were split into groups to identify existing and potential initiatives of the Ministry and of CSO in relation to Gender and SSR. The group which focused on civil society came up with the following:

Existing and potential Civil Society initiatives on gender and SSR include:

- Sensitisation on gender policies/legislation
- Awareness raising campaigns
- Advocacy and Lobbying
- Monitoring
- Research and information collection
- Detection of security threats –(MARWOPNET)
- Input into security policies

The group which focused on the Ministry came up with the following:

Existing and potential MSWGCA's initiatives on gender and SSR include:

- Lobbying and advocacy to ensure the passage of the Gender Acts in 2007
- Collaboration with WIPSEN-Africa and the Centre for Conflict Resolution (CCR) in South Africa to organise trainings 'Gender, Peace and Security'
- Collaboration with UNIFEM to ensure women access and benefit from the Peacebuilding Fund
- Establishment of National Committee on Gender Based Violence
- Prison Monitoring
- Support and institutional capacity building for women's organisation such as Women's Forum , MARWOPNET, etc
- Technical support to institutions developing gender-related policies
- Collaborate with SLP to conduct joint investigation on GBV Issues
- Provision of security for children in-conflict-with-the-law
- Awareness raising campaigns
- Mainstreaming gender into all policies and programmes of Ministries

Additionally, participants (from MSWGCA and civil society women's groups) identified the following as key **gender gaps within the SSR:**

- Under-representation of women with SSIs, mainly owing to "rigid" recruitment policies
- Prevailing practice of gender and sexual harassment, with impunity
- Lack of gender policies within SSIs, as the moment only the SLP has a gender policy.
- Poor networking and lack of mechanisms for exchange between SSR and Gender actors
- Discrimination and stereotyping of women within SSIs

The Sierra Leone Poverty Reduction Strategy and its focus on Security:

The presentation on the Sierra Leone Poverty Reduction Strategy which has a pillar on Security and upholds the principles of SSR was made by the Hon. Deputy Minister for Finance and Economic Planning, Dr. Richard Konteh. He highlighted the background and of the PRSP and explained instances where gender and women's issues has been

mainstreamed. In doing this, he noted that owing to the fact that women have over the years been disadvantaged and affected by discriminatory laws and practices, gender issues were treated as a crosscutting factor in the PRSP.

The Sierra Leone PRSP is linked to the Copenhagen Declaration and Development Assistant Committee meeting of the World Bank in 1995 and 1996 respectively. It was conceived out of the necessity to address poverty comprehensively, and was informed by nation-wide consultations and surveys to assess and conceptualised poverty. This involved extensive consultations with all groups including women's groups.

Despite the decision (political will) to incorporate gender as a crosscutting issue and the extensive consultations with women's groups, major challenges were still faced in the effort to mainstream gender in the PRSP. This was largely due to the lack of sex disaggregated data. To deal with this gap, a statistician was deployed to the Ministry of Gender to ensure sex disaggregating of all relevant data.

Action Planning: Focus on UNSC Resolution 1325 and 1820:

Participants were introduced to some International Instruments relating to gender and security namely UNSC Resolution 1325 on Women Peace and Security and 1820 on Sexual violence. Participants were also given the opportunity to discuss initiatives that have been taken nationally and locally to implement UNSCR 1325. Some of these included training, sensitisation/education, advocacy, research, and provision of legal aid and psycho-social care services.

Challenges to the implementation of UNSCR 1325 were also discussed and identified as follows: a) absence of a national action plan; b) uncoordinated approach, c) and lack of awareness of the Resolution. Participants recommended the development of a National Action Plan for the Implementation of 1325 as a first step towards translating its provisions into actions for women in Sierra Leone. These provisions they argued are crucial for a) ensuring the inclusion of more women in the security sector and particularly in decision making; b) providing support for survivors of GBV; c) protecting women and girls from sexual violence; d) ensuring equal access to justice for victims of sexual violence.

The workshop climaxed with the development of three action plans: 1) on Gender and SSR for the MSWGCA, 2) on Gender and SSR for Civil Society Women's groups, and 3) an action plan on UNSCR 1325 and 1820. **see action plans below:*

Gender and SSR Action plan for Ministry of Social Welfare Gender and Children's Affairs:

Objectives	Role of the Ministry	Activities	Time Line	Resources Needed
Increase Participation of female personnel in SSR activities	Develop policy on mainstreaming gender in SSR employment	<ul style="list-style-type: none"> • Consultation with key stakeholders- security sectors and CSO • Drafting of policy document • Validation of Draft • Presentation of draft document to Cabinet 	<p>Nov-Dec 2008</p> <p>Jan-Mar 2009</p> <p>April 2009</p> <p>May 2009</p>	Technical / Human Resources – Logistics and Finance
Gender and Sexual Harassment Institutional Policies / Gender blind Policies	Draft Gender Sensitive Policies on Sexual Harassment	<ul style="list-style-type: none"> • Advocacy with CSOs, Parliament and other Stakeholders in Security Sectors • Sensitization 	<p>On-going</p> <p>On-going</p>	Technical / Human Resources – Logistics and Finance
Increased recruitment of female personnel in Security Institutions	Advocacy for more female representation at higher management and all levels	<ul style="list-style-type: none"> • Review of existing policies • Lobbying of core actors • Sensitization of female members on SSR activities 	On-going	Technical / Human Resources – Logistics and Finance
Reduce Discrimination / stereotypes regarding women in the SS	<p>Rolling out of the Gender and Child Right Acts in all Security Sectors</p> <p>Implementation</p> <p>Reform Laws and Policies</p>	<ul style="list-style-type: none"> • Awareness raising • Training • Engaging Local Councils • Consultative Meetings • Research on existing laws and policies that reduces discrimination 	<p>On-going</p> <p>On-going</p> <p>Feb. 2009</p>	Technical / Human Resources – Logistics and Finance

Better Networking / mechanisms for exchange between SSR and Gender Actors	Coordinate with all relevant actors e.g., core security component- ONS, Military, Police, Prisons and Oversight Sectors	<ul style="list-style-type: none"> • Establishment of an SSR Secretariat within the MSWGCA and develop Terms of Reference • Identifying Focal persons on SSR and Gender Issues within the core security and Oversight actors • Organizing regular monthly meetings • Training for better understanding of roles and responsibilities on Gender and SSR • Monitoring and Evaluation (regular reports) • Research 	<p>Oct-Dec 2008</p> <p>Dec. 2008</p> <p>Dec. – onwards Feb. 2009</p> <p>Dec-2008 – onwards</p>	Office space, personnel, equipment, logistics and funds.
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CSO Gender and SSR Action Plan:

Objectives	Role of CSO	Activities	Time line	Resources Needed
Increase recruitment of women in Security Sector Institutions	<ul style="list-style-type: none"> • Oversight • Networking with women in Security Sector Institutions • Advocacy • Monitoring • Sensitization • Research 	<ul style="list-style-type: none"> • Awareness raising • Profiling of women in Security Sector Institutions • Input into SSI recruitment policies • Facilitating trainings for women in SSI • Surveys on number of 	<p>On-going</p> <p>Quarterly</p>	Human and financial

		women in SSI		
Lack of Gender and Sexual Harassment Policies	Advocacy and lobbying Parliament and top echelons in the SSI Sensitization Gender Training	<ul style="list-style-type: none"> • Compile a directory of women in SSI • Training • Sensitization / awareness raising campaign • Technical input into development of policies 	Quarterly	
Reduce discrimination / Stereotypes regarding women in the Security Sector	Advocacy for the implementation and domestication of national and international instruments e.g. CEDAW, 1325,1820 , AU Protocol on Women's Rights Advocacy for better policies / policy reform and institutional structure reform	<ul style="list-style-type: none"> • Formation of a strong advocacy group • Simplification and dissemination of national and international instruments on women's rights • Sensitization and awareness raising campaigns • Monitoring an implementation of impact 	Oct. 2008 Nov. 2008 Jan. 09 Dec. 09	Logistics – training and advocacy materials , finances e.t.c.
More/ better networking mechanisms for exchange between SSR and Gender actors	Identify stakeholders – focal points within CSOs Information sharing	<ul style="list-style-type: none"> • Meetings • Formation of coalition of focal points • Dissemination of documented information • Organize dialogue forum 	Oct.2008 On-going	Human and financial resources

Action Plan on UNSC Resolution 1325 and 1820:

Objectives	Role of the Ministry	Activities	Time line	Partners
More women in decision making at local , National and International levels	Coordinates , monitor and evaluate the level of women engaged in decision making at ball levels	<ul style="list-style-type: none"> • Undertake research on women in decision making positions at all levels 	Oct. 2008- Jan. 2009	Statistics Sierra Leone, CSO, Ministries , Departments and Agencies, MSWGCA, NGOs, INGOs Parliament
		<ul style="list-style-type: none"> • Identification of women with leadership potentials – profiling of women 	Nov. –Dec. 2008	
		<ul style="list-style-type: none"> • Advocacy for increased scholarships / grants –in-Aid for girls and women in secondary / tertiary and all other levels of education 	Sept.- Oct. 2008	
		<ul style="list-style-type: none"> • Training in Leadership and management skills for women 	On- going	
		<ul style="list-style-type: none"> • Advocacy /lobbying for the inclusion of women in decision making positions at all levels 	On-going	
		<ul style="list-style-type: none"> • Develop advocacy documents on women in decision making 	On- going	
Support to	Coordinate	Meetings with key GBV	Monthly	Members of

Survivors of GBV	<p>efforts to address GBV through National Committee for Gender Based Violence</p> <p>Monitoring</p>	<p>stakeholders (FSU, Statistics Sierra Leone, JSDP, IRC, UNFPA etc.</p> <ul style="list-style-type: none"> • feedback reports • visits to institutions providing support services to Survivors of GBV and report findings 	<p>Monthly</p> <p>Fortnightly</p>	National Committee on GBV
Strategies /Measures to protect women and girls from sexual Violence	Coordinate awareness raising/education , sensitization programmes	<ul style="list-style-type: none"> • Simplification of Resolutions • Develop awareness raising materials- brochures , flyers, jingles , skit, drama • Coordinate meetings with security sectors stakeholders, implementing partners, men and women • Review the Sexual Violence Bill to infuse Resolution 1325 and 1820 through consultative meetings 	<p>Sept. 08- Feb. 09</p> <p>Nov. 08- Jan. 09</p>	<p>NGOs, CSOs – women’s group, UN Agencies, Line Ministries , FSU</p> <p>NGOs, CSOs – women’s group, UN Agencies, Line Ministries , FSU,</p> <p>Parliament , Law Reform, Women’s Groups, MSWGCA</p>