# MINISTRY OF SOCIAL WELFARE, GENDER AND CHILDREN'S AFFAIRS

## STRATEGIC PLAN 2014-2018

**November 2013**

## *MISSION STATEMENT:*

**"TO PROMOTE AND PROTECT THE RIGHTS OF VULNERABLE GROUPS THROUGH DEVELOPMENT INTERVENTIONS, REVIEW OF POLICIES, ADVOCACY AND COORDINATION WITH STAKEHOLDERS, BUILDING CAPACITIES, MONITORING AND EVALUATION IN ORDER TO ENHANCE EQUITY FOR ALL"**

## *VISION STATEMENT:*

**A SIERRA LEONE, WHERE VULNERABLE GROUPS AND PEOPLE WITH DISABILITY LIVE A LIFE OF DIGNITY, THEIR HUMAN RIGHTS FULLY RESPECTED, NOT DISCRIMINATED AGAINST, AND ARE ACTIVE AGENTS IN THEIR OWN PROTECTION AND ABLE TO MAKE THEIR VOICES HEARD**

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List of Abbreviations

| | |
|---|---|
| BCC | Behaviour Change Communication |
| CBO | Community Based Organizations |
| CEDAW | Committee on the Elimination of Discrimination against Women |
| CSO | Civil Society Organizations |
| ECOWAS | Economic Community of West African States |
| FGM | Female Genital Mutilation |
| FSU | Family Support Unit |
| FTR | Family Tracing and Referral |
| GBV | Gender Based Violence |
| GoSL | Government of Sierra Leone |
| HRM | Human Resource Management |
| HTP | Harmful Traditional Practice |
| ICT | Information and Communications Technology |
| IEC | Information Education Communication |
| INGO | International non-governmental organization |
| M&E | Monitoring and Evaluation |
| MDA | Ministry Department and Agency |
| MDG | Millennium Development Goal |
| MEST | Ministry of Education Science and Technology |
| MICS | Multiple Cluster Indicator Survey |
| MIS | Management Information System |
| MoFED | Ministry of Finance and Economic Development |
| MoHS | Ministry of Health and Sanitation |
| MOU | Memorandum of Understanding |
| MSWGCA | Ministry of Social Welfare, Gender and Children Affairs |
| MYES | Ministry of Youth Affairs |
| NAS | National Aids Secretariat |
| NCDP | National Commission for Persons with Disabilities |
| NGO | Non-governmental organization |
| PEST | Political, economic, social and technological |
| PRSP | Poverty Reduction Strategy Paper |
| SGBV | Sexual and Gender Based Violence |
| SLP | Sierra Leone Police |
| SPU | Strategic Policy Unit |
| SWOT | Strengths, weaknesses, opportunities and threats |
| UNCRPD | United Nations Convention on the Rights of Persons with Disabilities |
| UNCSW | United Nations Commission on the Status of Women |
| UNFPA | United Nations Population Fund |
| UNSCR | United Nations Security Council Resolution |

## FOREWORD BY THE MINISTER

The Ministry of Social Welfare, Gender and Children's Affairs is charged with the responsibility of responding to the social needs pertaining to Gender inequalities, social depravity of groups like the disabled, women rights, child rights, Religious rights among others in Sierra Leone.

The challenges facing the Ministry are enormous in terms of breakdown of social fabric of families and institutions during the wartime in Sierra Leone. Therefore, the Government of Sierra Leone mandated the Ministry with social responsibility to promote and look into the issues of gender empowerment, vulnerable groups, children, elderly and persons with disabilities.

The Ministry of Social Welfare, Gender and Children's Affairs through its ongoing functional review management reforms, has developed this strategic plan, through extensive consultations with all stakeholders, to guide priority setting and deployment of resources, in the social sector. In the process of developing this plan, adequate analysis of the current situation has been done and future challenges identified.

The plan was prepared in a participatory manner, involving experts from the Ministry of Social Welfare, Gender and Children's Affairs, and other Ministries, as well as, Local Government Authorities, the Private Sector and Development Partners. Technical Planning Groups convened several times, in meetings and retreats. More than 200 people contributed to the preparation of the plan. The Social Policy and Planning Unit of UNICEF coordinated the production of this strategic plan, finalized in a retreat held in Makeni facilitated by EDRA Consultancy.

The Decentralization policy of the Government of Sierra Leone has put the Local Government/Local Councils, in charge of delivering social services and has given the Ministry of Social Welfare, Gender and Children's Affairs, the task to monitor/supervise and coordinate their activities, in line with the policies and guidelines of the Sectorial Ministries.

I would like to express my profound gratitude to all who contributed to the completion of this plan especially PLAN Sierra Leone and UNICEF. The success of this plan relies on the continued commitment of all stakeholders, within the government, non-governmental organizations, partners and users of the services we provide.

The Ministry of Social Welfare, Gender and Children's Affairs is committed, to the implementation of this plan, and shall utilize it as a reference document for planning, monitoring and evaluation.

Moijue E. Kaikai
MINISTER

# Section 1: Introduction

## 1.1 Our Background

With the end of the war in 2002, the Government of Sierra Leone established a special ministry, the Ministry of Social welfare, Gender and Children's Affairs to fast track policies and interventions to address consequences of the war especially those affecting children women and the aged. The mandate required new structures and significant upgrades in social work skills plus improved management guidance and supervision.

With the passing of the Local Government Act of 2004, management and functional review of affected ministries, including the MSWGCA was requested to assess their readiness in the devolution process focusing on two areas:

- The management of the public services
- Strategies to improve on the efficiency of delivery of social services to the population through the decentralized structures and processes.

The review process identified planning, coordination and management constraints in the two divisions of the Ministry. The Ministry's low performance was attributed to the absence of a strategic direction and plan, limited institutional capacities, weak personnel base, and limited operational resources to perform its tasks.

Actions undertaken to address the constraints and weaknesses included recruitment, training and redeployment of staff, provision of required working tools and resources, improved information and records management and improved coordination mechanisms with the various MDAs, international and local organizations to lead the process of change. The review resulted to the establishment of five directorates: Children's Affairs; Social Welfare; Gender Policy and Advocacy; Policy Development and Strategic Planning; and Human Resources/Administration and Finance. Detailed roles and responsibilities of the directorates are attached as annex 1.

## 1.2 Legal Context and Instruments

The overarching documents that guides the operation of the MSWGCA's is Sierra Leone's 2013 – 2018 Poverty Reduction Strategy Paper (PRSP) known as the 'Agenda for Prosperity' (A4P). The strategy seeks to deliver a fair and equitable society to include social protection for its citizens. Specifically, Pillar 6 in the A4P which covers social Protection aims to:

- Build a robust, coherent and transparent institutional and legal framework for the coordination of Social Protection services
- Build unified systems for delivering Social Protection
- Strengthen Social Welfare systems and formulate policies for alternative care for vulnerable children, the aged in dire need and other vulnerable groups
- Provide a minimum social protection package in education, health, nutrition and shelter for extremely poor and disadvantaged children, women, the aged, the disabled and other vulnerable groups.

The three main instruments of social protection are:

1. Welfare instruments which provide relief and sometimes recovery from deprivation

2. Risk-insurance instruments which seek to avert deprivation by establishing robust and accessible recovery mechanisms

3. Resilience- building instruments which aim to enhance real incomes and capabilities build assets and promote resistance.

## 1.3 National Policies and Legal Instruments

### 1.3.1 National Strategy for reduction of teenage pregnancy (2013 – 2015)

The strategy aims to reduce number of girls who have a birth before age 19 from 34% (SLDHS) to 30% by 2015. Approximately, 47% of girls reaching 18 years of age have already had a child or are pregnant and 7 per cent of 15-19 year-olds have a live birth before the age of 15 years (DHS 2008 and MICS 2010).

### 1.3.2 Children Protection Policies and Legislations

#### 1.3.2.1 Child Rights Act 2007

The Child Rights Act 2007 establishes statutory responsibilities to protect children from harm, which together with decentralization legislation places the responsibility for child protection services with district and town councils. Therefore, district level social services departments will now be responsible for ensuring that services are provided but the MSWGCA should ensure oversight, coordination and quality

#### 1.3.2.2 The Child Welfare Policy 2013

The child welfare policy will help to guide and shape the implementation of child protection programmes of both government and non-government actors in order to bring about a more protective environment for children.

#### 1.3.2.3 The Sierra Leone Policy on Alternative Care 2012-2017

The Alternative Care Policy guides government, NGOs and communities on the protection of children involved in: Alternative Care; adoption processes; fostering; living independent or in children's homes.

### 1.3.3 Gender Policies and Legislation

**1.3.3.1 The Devolution of Estates Act 2007** requires men and women to inherit equally from each other.

**1.3.3.2 The Domestic Violence Act 2007** intends to protect people, especially women and children, from abuse in the home.

**1.3.3.3 The Registration of Customary Marriage and Divorce Act 2007** provide protection for women and girls against early and forced marriage and against abandonment. It sets 18 years as the legal age for marriage, and as consent of both parties. It provides the applications for spousal maintenance to be set at a reasonable level.

**1.3.3.4 The Matrimonial Causes Bill** seeks to protect women on issues of alimony and child support and address certain customary practices such as the forced marriage of women and girls to men who have taken their virginity.

**1.3.3.5 The Sexual Offences Act** defines rape, consent to sexual intercourse and specifies sexual offences more clearly.

### 1.3.4 Social Welfare Policies and Legislation

**1.3.4.1 The Anti-Human Trafficking Act 2005** seeks to prevent human trafficking.

**1.3.4.2 The National Disability Act 2011** seeks to protect and promote the welfare of persons with disabilities.

**1.3.4.1 The Palermo Protocol and Conventions against Trans – national Organized Crimes** seeks to prevent, suppress and protect victims of human trafficking.

## 1.4 Strategic Planning Process

This Strategic Plan for the Ministry of Social Welfare, Gender and Children Affairs (MSWGCA) covers a five-year period 2014 – 2018. Its preparation process was highly participatory, and aligned with the Government's Agenda for Prosperity 2013 - 2018. A three-day strategic planning workshop was conducted facilitated by consultants. Through various exercises involving the ministry's personnel and representatives from partners, outputs were produced and incorporated into the final strategic plan. Prior to the workshop, the consultants reviewed a number of background documents provided

by the Ministry, and conducted feedback sessions with staff, other partners and the Minister.

The strategic planning process went through the following steps:

**Mobilization/Inception:** involving preliminary discussions between the consultant and the MSWGCAs which created the basis for the review of related documents. In the discussions, schedule for the rolling out of the assignment was drafted and finalized.

Facilitated by a national consultant**, the retreat** with participation of staff members from the regions analyzed the ministry's successes and challenges and the lessons learned

**In the Visioning - Strategy – Implementation – Results** phase, the Ministry's staff and partners developed the vision and mission statements and the core values. Factors that may pose challenges to attaining the goals of the Ministry were identified and strategies to attain the goals Defined.

With outputs from the previous phases, the draft strategic plan was developed.

**Stakeholders Validated and Pre-Launch Testing/Consultations** with management, staff and partners to align the plan with to overarching policies such as te Poverty Reduction Strategy Paper (Agenda for Prosperity) and the Justice Sector outcomes

In a two day **interactive session**, the draft plan was further reviewed specifically focusing on the mission and vision statements, the core values, critical issues and strategic areas, goals, and directions. A monitoring framework was also designed.

## 1.5 The Structure of the Plan

The Plan is broadly divided into five sections:

Section 1 is the introductory which gives brief background to the MSWGCAs, its legal context and instruments and policies that guides its operation. The section continues a description of the process through which the plan was developed.

Section 2 is a presentation of the identity of the Ministry, highlighting its Mission and vision statement and core values. It concludes with a list of its strategic stakeholders and partners.

Section 3 gives an analysis of the environment in which the Ministry operates and the strategic implications for its work. It analyses the political, educational, social and technological context, and its strengths, weaknesses, opportunities and threats.

Section 4 is a list of priority critical issues and challenges grouped under four strategic areas. Expected outcome for each set of priority issues is also indicated in this section.

Section 5 aligns the MSWGCA's respective outcomes with the pillars of the Agenda for Prosperity and outcomes of the 2011 – 2014 Justice Sector Reform Strategy and Investment Plan II

Section 6 further defined associated outputs, key activities /interventions and indicators for the four strategic areas the ministry should focus in the next five years.

Section 7 adds a monitoring and evaluation framework to the plan to enhance monitoring of the implementation of the plan.

## Section 2: Our Identity

### 2.1 Our Mission Statement IS:

***" to promote and protect the rights of women, children, the aged, persons with disability, and other vulnerable groups through development and review of policies , advocacy coordination with stakeholders, building capacity and effective monitoring and evaluation in order to enhance equity for all."***

### 2.2 Our Vision Statement IS A:

***Sierra Leonean society where women, men, children, the elderly and people with disability live a life of dignity and respect are not discriminated and their human rights are fully protected. They are able to make their voices heard and are active agents in their own protection.***

### 2.3 Our Core Values

As a ministry responsible for social services, we are committed to upholding:

1. **Equity and equality;** We believe that all human beings, women, men, children, persons with a disability, the aged and all religious persuasions must be given equal opportunities in education, employment, cultural and professional advancement and that their human rights MUST be fully acknowledged and protected.

2. **Professionalism;** encompasses discipline, competence, dependability, integrity, expertise, team spirit and tactfulness. We believe that each and every one of us working at the Ministry must deliver value for money and optimize scarce resources for the benefits of the people of Sierra Leone.

3. **Respect;** we believe in the right of every person to be given respect to live a life of equality and dignity. We shall therefore challenge any traditional norm or practice that treats a person or a group of people that challenges this ethos.

4. **Accountability;** we Embrace honesty and commitment to being an accountable, transparent and results oriented Ministry accountable for results at all levels

5. **Commitment;** We are committed to the process of protecting and empowering marginalized groups and to creating a fair and equal society whereby all citizens are viewed and treated as equally important members of society.

## 2.4 Our Stakeholders and Partners:

1. The Ministry of Finance and Economic Development (MoFED)
2. The Ministry of Health and Sanitation (MoHS)
3. The Ministry of Education Science and Technology (MEST)
4. The Ministry of Justice
5. The Ministry of Trade and Industry
6. The Ministry of Internal Affairs
7. Ministry of Labor and Social Security
8. Ministry of Agriculture, Food Security and Forestry (MAFFS)
9. Ministry of Youth Affairs
10. Ministry of Local Government and Rural Development
11. Ministry of Water Resources
12. The National Aids Secretariat (NAS)
13. The Family Support Unit (FSU) and Sierra Leone Police (SLP)
14. The Human Rights Commission (HRC)
15. The National Commission for Democracy
16. The National Commission for Persons with Disabilities
17. Local Councils
18. Justice Sector Coordination Unit
19. Development Partners
20. Local NGOs, CBOs and CSOs
21. Traditional Authorities
22. Citizens of Sierra Leone
23. Office of Diaspora Affairs

## Section 3: Situation Analysis

The situation analysis highlights key achievements and accomplishments made by the MSWGCA. It analyses the political, economic, social and technological (PEST) factors and their respective implications for the work of the ministry. Internally, the strengths and weaknesses, and helping and hindering external factors (SWOT) were analyzed under the situation analysis.

Attached as appendix 2 are the achievements and accomplishments of the MSWGCA.

Table 1 is a summary of PEST and analysis and Table 2 the summary of the SWOT analysis

## 3.1 Political, Economical, Social and Technological Factors and Implications

***Table 1: PEST for Ministry***

| Political Factors | Strategic Implications for the Ministry |
|---|---|
| Good governance with decentralization focus; political will and commitment; government agenda for prosperity; security (peace and political stability) | Use the existing structures to highlight issues of women, children, aged and PERSONS WITH DISABILITY at the national and local levels<br><br>Use the political will to lobby for greater resources for the Ministry |
| Gender policy favoring gender equality; 30% quota in all spheres of governance and employment; the incorporation of women's empowerment and gender equality: encouraging women to have greater participation in political governance and public decision making, promote economic empowerment of women and enhance women in cross border trade through regional co-operation<br><br>More women are encouraged to participate in ward committee meetings (Local Government provisions), chiefdom community meetings and to prepare women to vie for elected positions as town and section chiefs, councilors – both municipal and district levels, mayors, district council chairpersons and members of parliament. | Set up monitoring framework to report on the implementation of 30% quota<br><br>Once the WEGE policy is formulated, the end result will be a WEGE law that will provide for the establishment of a WEGE commission and a 30% quota.<br><br>Constitutional reforms will push for remaining discriminatory provisions against women to be expunged. |
| Child Rights and Labor Laws for children, Sexual Offences Act; outdated laws and policies are being reviewed, Social Protection | Monitor and report on the violation |

| | |
|---|---|
| framework | Lobby for full implementation of laws and policies |
| Conflict between national and customary laws | Develop and disseminate culturally sensitive IEC<br><br>Conduct systematic public awareness campaigns using a mix of methods |
| Inadequate implementation of laws and policies developed | Lobby for full implementation of laws and policies and review existing laws and policies that perpetuate discrimination. |
| **Economic** | **Strategic Implications for the Ministry** |
| Growing formal sector that will increase revenue; increased tapping of local resources; mining investment opportunities; agricultural investment opportunities; increased youth employment; land utilization reforms; unequal distribution of national resources; high levels of poverty | Use gains from economic prosperity to highlight challenges of unequal development and continued marginalization. Conduct an analysis of how women and men, boys and girls are affected by economic growth strategies and policies. |
| Dependency on development partners | Identify and utilize local resources particularly with local council |
| Women will be given opportunities to participate actively in public and private sector procurement processes, sub-contracting for goods and services through local content provisions especially in the extractive industries, entrepreneurship development especially in agriculture, agri-business and food security. | Identify and collaborate with key stakeholders, particularly at local level to engage up skilling and opportunities |
| Availability of indigenous conflict resolution mechanisms | Increase the capacity of local leaders in protection and promotion of rights of children, women, PERSONS WITH DISABILITY and aged. |

| Social | Strategic Implications for the Ministry |
|---|---|
| Conflict between national and customary laws; attitudes towards women, children, aged and PERSONS WITH DISABILITY; strong traditional beliefs | Harmonize national and customary laws; ensure appropriate bye laws are synchronized with the national legal instruments on protection and promotion of the rights of women, children, PERSONS WITH DISABILITY and aged |
| Harmful traditional practices | Develop and disseminate culturally sensitive IEC<br><br>Conduct systematic public awareness campaigns using a mix of methods |
| Emphasis on education of girls and empowerment of women | Use potentially available resources for the promotion of girls' education |
| **Technological** | **Strategic Implications for the Ministry** |
| Mobile and Internet technology | Use technology to improve service delivery |
| Community radio and other media | Use media effectively for awareness creation, lobbying, advocacy and capacity development |
| Technology not always gender friendly and accessible | Encourage and coordinate special interventions to increase the capacity of women in use of technology |
| More girls to enter the sciences thus preparing them to become innovate and pursue education in science and technology. | Work with the Ministry of Education and educational institutions to advocate for and encourage higher numbers of females entering the sciences. |

## 3.2 Strengths, Weaknesses, Opportunities and Threats

***Table 2: SWOT Analysis***

| Strengths | Strategic Implications for MSWGCA | Weaknesses | Strategic Implications for MSWGCA |
|---|---|---|---|
| MSWGCA has structures and presence in all districts | Implementation of the Strategic Plan will be easier with the ministry's presence in all districts | Inadequate capacity: staff have inadequate technical and functional skills; low motivation; inadequate remuneration; poor working conditions | The need to assess the capacity of the Ministry, developing staff capacity through cost effective strategies; Review staff conditions of service and Improve work pace conditions and offices facilities |
| Ministry is staffed (i.e. at management level) with qualified and experienced staff | Motivate the staff to champion the implementation of the plan | Organizational culture i.e monitoring does not focus on results but activities | Need to introduce and institutionalize Result Based Monitoring (RBM) within the ministry and to its implementing partners. |
| Appropriate laws and policies have been enacted | There is appropriate legal and regulatory environment in place for plan implementation | Although laws and policies have been developed, their implementation is slow | Lobbying for the allocation of resources for the implementation of laws and policies.<br><br>Prioritization of the implementation of these policies and laws |

| | | | |
|---|---|---|---|
| Decentralization strategy and plans in place | The Ministry to facilitate the decentralization process<br><br>Provide oversight so that quality services can be easily accessed | Weak leadership and management capacity | The Ministry should strengthen its leadership and management capacity<br><br>Recruitments, leadership training and OD interventions |
| **Opportunities** | **Implications** | **Threats** | **Implications** |
| Existence of INGOs operating in the field of child, women, aged and Persons with disability rights | The Ministry should strengthen its oversight and coordinating role | Inadequate political will to allocate resources to the Ministry. Poor support from INGOs and UN agencies to the ministry's work as a result of a lack of strategic direction. | Identification of new funding partners, Lobbying government, identifying conceptualizing and marking funding proposals to possible donors |
| Goodwill from bilateral and multilateral funding agencies | Use this goodwill to secure additional funding for plan implementation | Donor fatigue as results are not observed or reported and shared fast enough while donor interests are often not in line with national plans. | Introduce results based management system and institutionalize to enhance monitoring and reporting of results |

## Section 4: Strategic Areas, Critical Issues/Challenges and Expected outcome

Reviewing our reflections on our past, our external and internal environments, several critical issues were identified as challenges for MSWGCA future (2014 – 2018) work. These issues were grouped under four key strategic areas identified as the most crucial challenges for MSWGCA future work. The four strategic areas, the accompanying and outcomes are presented in table 3:

4.1 Strategic Area 1: Coordination and Collaboration ***Table 3a: Poor Coordination and Collaboration***

| No. | Strategic Area | Issues/challenges | Outcome |
|---|---|---|---|
| 1 | Poor coordination and collaboration | Weak coordination mechanism<br><br>Inconsistent or no follow-up to management meetings<br><br>Low level of coordination among partners<br><br>No data base on actors, their specific interventions or areas of operation (location)<br><br>Information considered to be sacred and are not shared<br><br>No consultations among stakeholders<br><br>Low level of collaboration among partners (MDA's, NGO, UN /social partners<br><br>Limited coordination, as well as inter sectorial collaboration within and outside<br><br>Weak or non-existent data collection and record keeping mechanisms | Coordination and collaboration are effective and efficient |

## 4.2 Strategic Area 2: Human and Resource Capacity

| No. | Strategic Area | Issues/challenges | Outcome |
|---|---|---|---|
| 2 | Weak Human and Resource capacity | Inadequate resources to implement policies and programs<br><br>Low budget allocation to the Ministry (MSWGCA)<br><br>Poor management capacity<br><br>Inadequate logistics support<br><br>Weak information and data management system<br><br>Lack of trained and qualified staff<br><br>Inadequate technical capacity for effective service delivery<br><br>Weak and poorly motivated manpower<br><br>Lack of office space/infrastructure (logistics, stationary equipments) and mobility<br><br>Weak performance management system<br><br>Limited number of staff | Institutional capacity is enhanced |

***Table 3b: Weak Human and Resource Capacity*** 4.3 Strategic Area 3: Monitoring and Evaluation

| No. | Strategic Area | Issues/challenges | Outcome |
|---|---|---|---|
| 3 | Ineffective Monitoring and Evaluation system | Ineffective M and E system to track performance and results<br><br>Weak IMS<br><br>Monitoring is activity based<br><br>Limited knowledge in result based monitoring e.g. observing and reporting results<br><br>Lack of data on programs on tracking systems (research and surveys)<br><br>Lack of data base to support decision making planning and advocacy | Monitoring and Evaluation system is effective and efficient |

***Table 3c: Ineffective Monitoring and Evaluation systems***

## 4.4 Strategic Area 4: Social Protection

| No. | Strategic Area | Issues/challenges | Outcome |
|---|---|---|---|
| 4 | Inadequate social protection | Increase in SGBV<br><br>Increase in teenage pregnancy<br><br>Low IEC on relevant and appropriate laws and policies<br><br>Lack of clarity on protocols in programs implementation (referrals and reporting mechanisms<br><br>Deep rooted cultural attitudes and practices (child labor, child marriage, child initiation)<br><br>Inadequate policies and programs to meet the needs of the socially challenged<br><br>High number of children on the streets<br><br>Increase in street beggars<br><br>High number of child laborers<br><br>Obsolete and weak enforcement of policies<br><br>Acculturation to immoral and unhealthy behavior (movies, media, phone calls internet etc)<br><br>harmful traditional practices | Social protection is strong, sound and fully functional |

***Table 3d: Inadequate Social Protection***

## Section 5: Alignment of MSWGCA strategic issues and outcomes with the Agenda for Prosperity pillars and the Justice Sector Outcomes

Table 4 aligns the pillars of the Agenda for prosperity with the pillars of the PRSP and with the outcomes of the Justice Sector Reform Strategy and Investment Plan II 2001 – 2014

| **Outcome** | **Agenda for prosperity pillars** | **Justice sector outcomes** |
|---|---|---|
| 1. Coordination and collaboration are effective and efficient | Aligned with pillar 3, 4, 6, 7 and 8 | Aligned with outcome 3 |
| 2. Institutional capacity is enhanced | Aligned with pillar's 4, 5, 6, 7 and 8 | Is aligned with all the outcomes to some extent |
| 3. Monitoring and Evaluation system is effective and efficient | Is cross cutting and aligned with chapter 5 of the A4P | Cross cutting to the Justice sector outcome |
| 4. Social protection is strong, sound and fully functional | Aligned with pillar 6 | Aligned with all three outcomes |

## SECTION 6: STRATEGIC ISSUES, OUTCOMES, OUTPUTS, INDICATORS AND ACTIVITIES

***OUTCOME 1: Coordination and collaboration are effective and efficient***

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | | | | |
| Poor coordination and collaboration | **Coordination and collaboration are effective and efficient** | Weak coordination mechanism | Stakeholders including other MDAs, NGOs, CBOs, UN agencies and other donors identified and their capacity and skills for effective coordination and collaboration enhanced by end 2018 | Percentage of relevant stakeholders identified for effective coordination and collaboration<br>Baseline: 0<br><br>Target: 80% | • Conduct stakeholder analysis.<br>• Hold consultative meetings with relevant stakeholders to increase internal and external collaboration for effective programming<br>• Train, coach and mentor personnel of the ministry to enhance their capacity for effective coordination and collaboration |
| | | Low level of coordination among partners | Strengthen strategic partnerships and collaboration with stakeholders in the system at all levels by end 2018 | Number of relevant stakeholders identified for effective coordination and collaboration | • Identify tools to facilitate effective coordination<br>• Identify focal points in the relevant line ministries and partners for effective information sharing<br>• Establish an M&E unit and recruit staff in the ministry<br><br>• IEC materials on the functions of the Ministry and |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | various legislation and policies developed and disseminated |
| | | Low level of collaboration among partners (MDA's, NGO, UN etc | Networks are established between stakeholders | Number of consultations between stakeholders and joint actions undertaken | Collaborate with partners to share their work plans with the ministry |
| | | Limited coordination, and inter sectoral collaboration | Coordination networks established and functioning by end 2014 | Number of coordination meetings established<br><br>Baseline: 0<br><br>Target: 16% | • Organize quarterly coordination meetings<br>• Share coordination meetings reports with partners<br>• setting up of a good IMS to enhance effective coordination |
| | | | Strategic plan disseminated | | • Share the finalized MSWGCA strategic plan with partners line ministries and local councils<br>• Train staff and partners on development result based management in programming |

***OUTCOME 2: Institutional capacity is enhanced***

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| Weak Human and Resource capacity | **Institutional capacity is improved** | Inadequate resources to implement policies and programs | Increased government budget allocation to MSWGCA | Percentage government allocation<br>Baseline: 07%<br>Target: 60% | Timely budget preparation<br><br>Conduct training of staff on RBM/HRBAP – with budget |
| | | Low budget allocation to the Ministry (MSWGCA) | | | Lobby stakeholders and CSO's |
| | | Poor management capacity | Increased funding from other sources | Number of additional funding sources | Search and identify new funding sources |
| | | Inadequate logistics support | Increased logistics (number of new offices established; number of vehicles, motorbikes; number of functioning computers, printers, projectors, cameras etc.) for programme implementation and monitoring by end 2017. | Number of proposal submitted to donors for logistic provision approved<br><br>Baseline: 5%<br><br>Target: 40% | Write proposals in response to requests for funding |
| | | Inadequate trained and qualified staff | | | Conduct human capacity gap / training needs analysis and |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | | | | train staff in relevant and appropriate skilled areas. |
| | | Inadequate technical capacity for effective service delivery | Trained and qualified staff at MSWGCA | Number of trained and qualified staff at MSWGCA<br><br>Baseline: 5%<br><br>Target: 40% | Recruitment of trained and qualified personnel<br><br>NTC operationalized |
| | | Weak and poorly motivated manpower | | | Adopt innovative incentives to motivate new recruits and continuing staff |
| | | inadequate of office space/infrastructure (logistics, stationary equipments) and mobility | | | Renovation/rehabilitation of offices.<br>Procurement of office equipments – computer accessories |
| | | Weak performance management system | The Ministry of social Welfare, Gender & Children's Affairs have performance management system in place by end 2017 | % of staff with job description<br><br>Baseline: 0<br><br>Target: 60%<br><br>% of staff who complete their performance objective for each year by the end of | Institute /strengthen staff individual performance appraisal with attractive rewards for performing personnel. |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | | | the first quarter of the year.<br>Base: 0<br><br>Target: 45% | |
| | | Limited number of staff | Management capacity improved | Provision of qualified management procedures by: i.e. punctuality, supervision of staff and performance targets met | Management training (for current staff who demonstrates potential for management position) |
| | | | | | Improved conditions of service by providing: remuneration, tools, space, skilled support staff equipment |
| | | | Increased service delivery | Number of services provided for beneficiaries | Conduct training needs assessment and Training-technical skills |
| | | | | | recruitment of trained and qualified personnel for service delivery |
| | | | Increased logistical support and office space provided | Number of new offices established number of vehicles, motor bikes; Number of functioning computers printers, projectors | Identify locations and acquire land for new offices at all levels |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | | | cameras etc. | |
| | | | | | Construct and furnish new offices |
| | | | | | Purchase vehicles etc. |
| | | | | | Prompt allocation of fuel for appropriate use. |

***OUTCOME 3: M and E system is effective and efficient***

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| Ineffective Monitoring and Evaluation system | **Monitoring and Evaluation (M&E) system is effective and efficient** | Ineffective M&E system to track performance and results | Functional M&E system in place | Number of offices with functional M &E system in place<br><br>Baseline: 0<br><br>Target: 4 regional | • Introduce the concept of RBM<br>• Train staff in Result Based Monitoring and institutionalize<br>• Established and equipped M and E units at national and regional levels<br>• Develop M and E framework and develop tools for data collection for ministries programs<br>• Develop data base to inform baseline and follow up information to track progress towards immediate and long term results |
| | | Weak IMS | Information management system designed and operationalized by end 2014 | | Set up an information management system and institutionalize it to become part of the institution's function. |
| | | Inadequate reliable data on programs on tracking systems | Staff of the ministry are knowledgeable in and can develop annual | Number of departments with annual plans in place | • Conduct trainings of middle and senior management staff in planning<br>• Develop annual work plan for |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | (research and surveys) | plans | Baseline: 0<br><br>Target: 4 directorates/ regional offices | the respective directorates – children's affairs, social welfare, gender and strategic planning |
| | | Inadequate data base to support decision making, planning and advocacy<br><br>MIS in place by end 2017 | Data collection processing and keeping is part of the Ministry's operations. | • Kinds of records kept<br>• Number of decisions made based on the information collected and kept by stakeholders | • Build capacity of staff on RBM<br>• Mainstream M & E<br>• Conduct update and disseminate baseline |
| | | Lack of data base to support decision making planning and advocacy | Functional research unit at national level | • Number of research studies and evaluations conducted<br>Baseline: 0<br><br>Target:<br>• Number of research reports disseminated<br>Baseline: 0<br><br>Target:<br>• Number of meetings held by ethics review board | • Organize consultative meetings with stakeholders to develop guidelines for research studies and evaluation<br>• Establish ethic review board<br>• Conduct meetings of the ethics review board<br>• Conduct research studies and evaluation on key Social Welfare, Gender and Child Protection issues |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | | | Baseline; 0<br><br>Target:<br>• Number of guidelines for research studies and evaluation established<br><br>Baseline: 0<br>Target: | |
| | | | Resource centers established and operationalize in the regional and headquarter offices | Number of resource centers established<br><br>Frequency of usage and diversity of users.<br><br>Baseline: 0<br>Target: 40% | • Update MSWGCA website<br>• Establish resource center<br>• Keep records of research studies and evaluation<br>• Develop a communication strategy to share reports with stakeholders |

***OUTCOME 4: Social protection is strong, sound and fully functional***

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| Inadequate social protection | **Social protection is strong sound and fully functional** | Increase in SGBV | Trained and qualified personnel in handling SGBV cases | No. of training | Community awareness outreach programs |
| | | Increase in teenage pregnancy | Community sensitized on teenage pregnancy and implications | No. of community sensitization and outreach programme organized<br><br>Baseline: 5%<br>Target: 40% | Rolling out of sexual offences Act |
| | | Low IEC on relevant and appropriate laws and policies | Targeted communities are knowledgeable of the laws and policies | No. SGBV cases reported<br>Number of SGBV cases prosecuted and<br>Number of SGBV cases convicted | Availability and operationalization of safe Homes |
| | | Lack of clarity on protocols in programs implementation, referrals and reporting mechanisms | Communities sensitized on related Acts such as the 3 gender Acts, sexual Offences Act, Referral Protocol | No. of clients who received free medical services<br>% of clients who received free medical services<br><br>Base: 0%<br>Target: 40% | Advocate for free legal and medical services<br>Set up complaint handling desk and operate |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | Deep rooted cultural attitudes and practices (labor, marriage, and initiation) | Community sensitized | No. of clients receiving legal services | Finalization and implementation of the sexual offences Act |
| | | Inadequate policies and programs to meet the needs of the socially challenged | Community adolescents and young people empowered to prevent and respond to teenage pregnancy | No of young people mobilized in youth lead organizations and institutions (including the youth commission and youth councils) to develop programs | Organize community mobilization events on gender roles and teenage pregnancy |
| | | High number of children on the streets | Enhanced policy design and implementation | No of policies designed, reviewed and implemented (child welfare, disability, gender and elderly) Women empowerment bill | Consultative meetings and workshops |
| | | Increase in street beggars | | No. of policies approved | Printing and dissemination of policies |
| Inadequate social protection | **Social protection is strong sound** | High number of child laborers | Awareness raised on the ills of child labor | No. of policies rolled out | • Training of personnel |
| | | Acculturation to immoral and unhealthy behavior (movies, media, phone | Reduced number of separated and unaccompanied children | No. of separated and unaccompanied children identified and appropriately reintegrated with their | • Head count of street children<br>• Data base established for street children |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | **and fully functional** | calls internet etc) | | families | |
| | | harmful traditional practices (e.g. FGM) | Increased awareness on harmful effects of FGM | Increased awareness of the communities on the harmful effects of FGM | Engage perpetuators of violence in meaningful discussions |
| | | | The leadership have alternative livelihood | • Number of members with alternative livelihood programs | Engage parents and initiators in IGA |
| | | | • Referral and information system and for survivors of violence set up | • Number of girls reported to have undergone FGM<br>• # of child abuse and GBV cases prosecuted and convicted | • Provide social care and safety nets for victims of violence<br>• Raise awareness on harmful effects of FGM, Child Marriage and Teenage Pregnancy for children, women and disabled |
| | | | Increased awareness on harmful effects of FGM | Referral and information system for survivors of violence set up GM | Establishment of effective coordination and collaboration mechanisms with actors dealing with GBV |
| | | | Timely reporting on international protocols/obligations | No. of country reports to UK and AU (CEDOW, UNCRC, | • Consultative meetings and |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | | | African charter and ILO) | workshops |
| Inadequate social protection | **Social protection is strong sound and fully functional** | harmful traditional practices | Reduced HTP | Data base established on HTP | • Raise community awareness |
| | | | | Prioritization of HTP | • develop campaign strategies on HTP |
| | | | | Law against child HTP (FGM, ECM) addressing teenage pregnancy in place | • develop programs for HTPs practitioners |
| | | | | No. of villages collectively developing a community plan addressing teenage pregnancy | • Collect and collate statistical data on HTP |
| | | | | No of young people involved in skill development training | • Organize inter-generational dialogue sessions (including parents and other stakeholders) |

| Strategic Issue | Outcome | Issue | Output | Indicator | Activities |
|---|---|---|---|---|---|
| | | | Reduced HTP | No. of young people involved in income generating activities | • Develop programs supporting and mentoring role models at community level<br>• Provide entrepreneurship skills training<br>• Develop income generating activities |

## SECTION 6: MONITORING AND EVALUATION FRAMEWORK

***OUTCOME 1: Coordination and collaboration are effective and efficient***

| Output | Indicator | Source | Baseline (data) | Year 1 | Year 2 | Year 3 | Year 4 | Target |
|---|---|---|---|---|---|---|---|---|
| Coordination and collaboration enhanced | Percentage of relevant stakeholders identified for effective coordination and collaboration | Database of stakeholders | | 20 % | 45% | 60% | 80% | 80% |
| | Quarterly coordination meetings held | Minutes/Report | | 4 | 4 | 4 | 4 | 16 |
| | Quarterly coordination meetings reported | Minutes of meetings | | 4 | 4 | 4 | 4 | 16 |
| | Percentage of relevant partners who align their annual work plan with MSWGCA strategic plan | Work plans of partners | | 10% | 35% | 55% | 755 | 75% |
| | Number of personnel's and stakeholders trained | Training reports | | 50 | 50 | 50 | 50 | 200 |
| | Effective IMS established and institutionalized | Information systems in place | | 20% | 45% | 60% | 80% | 80% |

***OUTCOME 2: Institutional capacity is improved***

| Output | Indicator | Source | Baseline (data) | Year 1 | Year 2 | Year 3 | Year 4 | Target |
|---|---|---|---|---|---|---|---|---|
| Increased government budget allocation to MSWGCA | Percentage government allocation | Government budget | 7% | 10% | 20% | 40% | 60% | 60% |
| Increased funding from other sources | Number of additional funding sources | Funding received | 5 | 10 | 10 | 10 | 10 | 40 |
| Trained and qualified staff at MSWGCA | Number of trained and qualified staff at MSWGCA | Staff files | ? | 30 | 60 | 60 | 120 | 40% of staff (new and continuing) |
| Management capacity improved | Provision of qualified management procedures by: i.e. punctuality, super vision of staff and performance targets met | Staff assessment reports | | 15% | 25% | 50% | 60% | 60% |

***OUTCOME 3: M and E system is effective and efficient***

| Output | Indicator | Source | Baseline (data) | Year 1 | Year 2 | Year 3 | Year 4 | Target |
|---|---|---|---|---|---|---|---|---|
| Functional research unit at national level | Number of research studies and evaluations conducted | Research reports | 00 | National baseline VAC study | SGBV | | | |
| Functional M&E system in place | Number of MSWGCA offices with functional M and E system in place | Annual plan | | National Office | 4 regional offices | 4 regional offices | 4 regional offices | National and 4 regional offices |
| | Number of reviews conducted | Review reports | 00 | 2 midterm reviews | 2 midterm reviews | 2 midterm reviews | 2 midterm reviews | 8 reviews (2 reviews/annum) |
| Functional research unit at national level | Number of research studies conducted | Research reports | 00 | 1 national baseline | | | | 1 national baseline |

| Output | Indicator | Source | Baseline (data) | Year 1 | Year 2 | Year 3 | Year 4 | Target |
|---|---|---|---|---|---|---|---|---|
| | Number of evaluations conducted | Evaluation report(s) | 00 | 1 evaluation study | 1 evaluation study SGBV | 1 evaluation study SGBV | 1 evaluation study SGBV | 2 evaluation study on SGBV |
| | | | 00 | Child protection system study | - | - | - | 100% of studies conducted |
| | Number of meetings held by ethics review board | Minutes of ethics review board meetings | None | Ethics board established at National level | - | - | - | Ethics board at national level |
| | Evaluation guidelines in place | Research records | None | Guidelines for research studies and evaluation developed | Updated guidelines | Guideline reviewed | Guidelines updated | Guideline |

***OUTCOME 4: Social protection is strong, sound and fully functional***

| Output | Indicator | Source | Baseline (data) | Year 1 | Year 2 | Year 3 | Year 4 | Target |
|---|---|---|---|---|---|---|---|---|
| Timely reporting on international obligations | Number of country reports submitted | Foreign affairs | 00 | 2 | 3 | 4 | 5 | 5 reports |
| Reduced HTP | Data base established on HTP | | | | | | | Database developed, disseminated and popularized |
| | Knowledge on HTP | Community perception survey | | | | | | Community awareness on HTP increased |
| | Laws against HTP | Ministry resource centres | | | | | | HTP law in place and functioning |
| Reduction in SGBV cases | Number of SGBV cases reported | FSU | | 10% | 15% | 20% | 30% | 30% |

| Output | Indicator | Source | Baseline (data) | Year 1 | Year 2 | Year 3 | Year 4 | Target |
|---|---|---|---|---|---|---|---|---|
| | Number of cases prosecuted | FSU | | 10% | 15% | 20% | 30% | 30% |
| | Number of people convicted | FSU | | 10% | 15% | 20% | 30% | 30% |
| Communities adolescents and young people empowered to prevent and respond to teenage pregnancy | Number of programs implemented to address teenage pregnancy | Annual plan and reports | | 3 | 5 | 8 | 10 | 10 |
| Enhanced policy design and implementation | Number of policies designed | Law reform report | | 1 | 2 | 3 | 4 | 4 |
| | Number of policies reviewed | | | 1 | 2 | 3 | 4 | 4 |
| | Number of | | | 1 | 2 | 3 | 4 | 4 |

| Output | Indicator | Source | Baseline (data) | Year 1 | Year 2 | Year 3 | Year 4 | Target |
|---|---|---|---|---|---|---|---|---|
| | policies implemented | | | | | | | |
| Reduced number of separated and unaccompanied children | Number of separated or unaccompanied children | | | 15% | 20% | 25% | 30% | 30% |
| | Number of children reintegrated | Reintegration report of the ministry and partners | | 15% | 20% | 25% | 30% | 30% |

# Appendices

## Appendix 1: Directorates, functions and organogram

## Appendix 1A; Directorates and their functions

1. **Directorate of Children Affairs** – initiates and leads the development and dissemination of national child protection policies and legislation; ensures the implementation of legislations, policies and international conventions for child protection and coordinates child related activities and institutions.

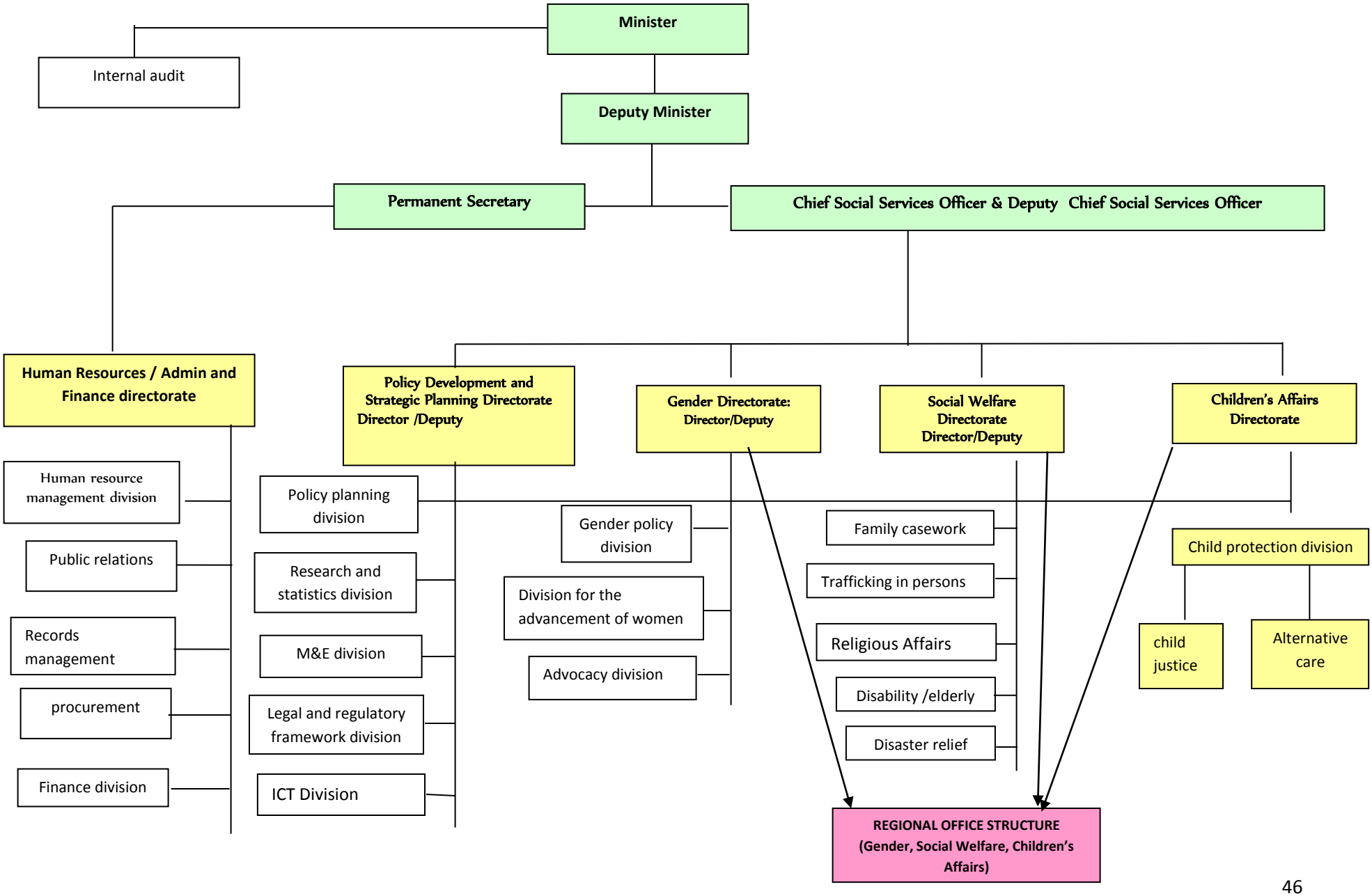
2. **Directorate of Social Welfare** – ensures the protection and provision of services to the socially marginalized and disadvantaged groups and individuals including the disabled persons, aged and women and children facing difficult family crisis (social protection).

3. **Directorate of Gender Policy and Advocacy** – Facilitates the development of policies and plans for effective advocacy on gender and advancement of women; initiates actions towards the formulation or review of policies for integration of gender and women issues into mainstream development plan, programs and activities at all levels and provide oversight and monitors the implementation of the three Gender Acts (Domestic Violence Act, Registration of Customary Marriage and Divorce Act and Devolution of Estate Act).

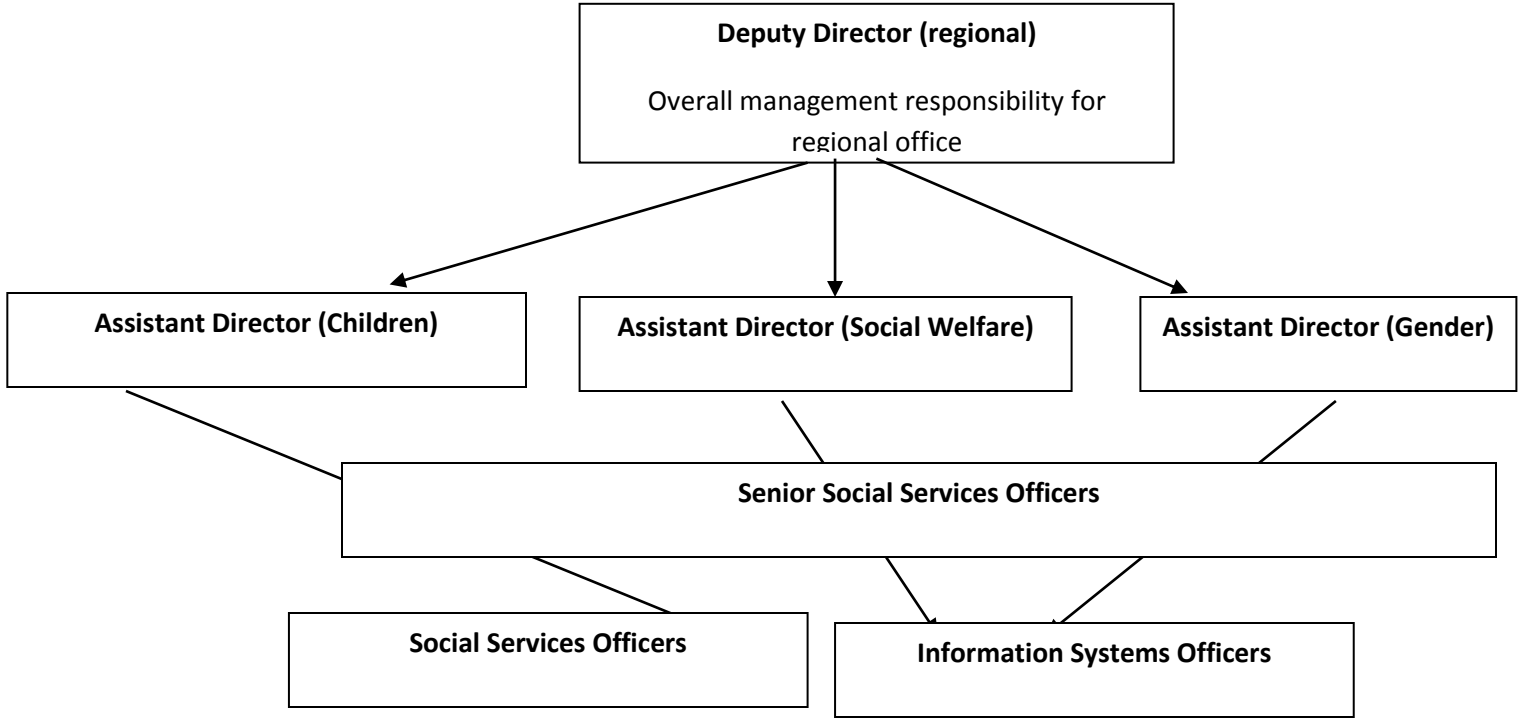
4. **Directorate of Policy Development and Strategic Planning** – facilitates the preparation of sustainable strategic and corporate planning for the sector; design and implement monitoring and evaluation systems for the assessment of sectoral policies, plans and programs and creates and maintained effective data/information management system for decision making and planning.

**Directorate of Human Resources/Administration and Finance** – provides guidance on the Ministry's restructuring and reform program including the development of job descriptions, budgets and organogram and provides administrative/operational support.

## Appendix B: Organogram

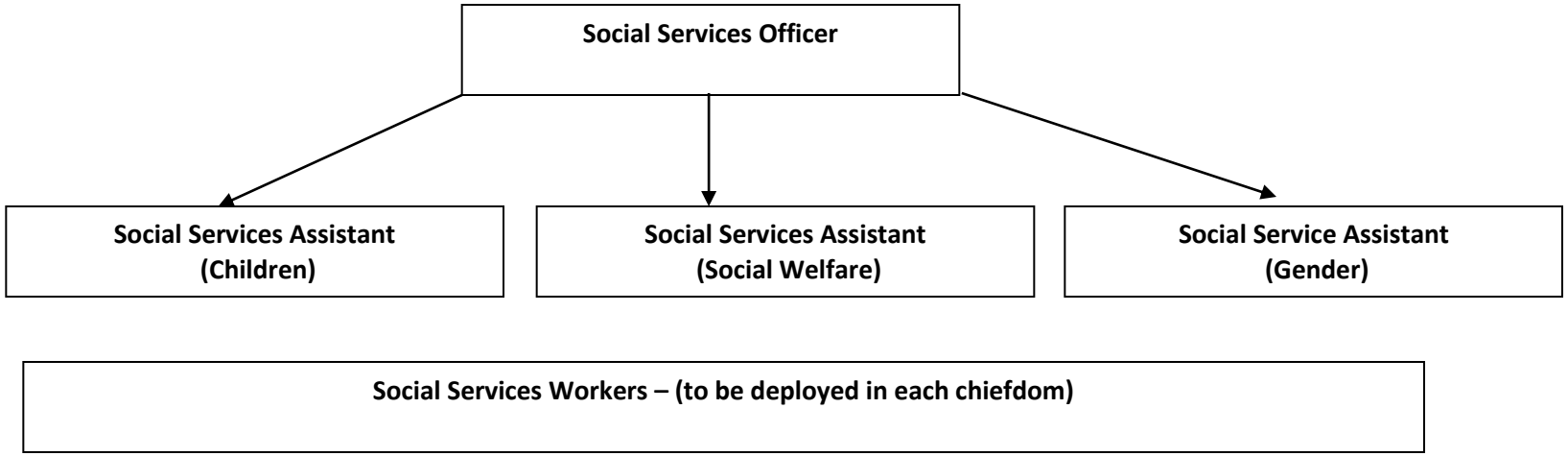


**REGIONAL OFFICE STRUCTURE (Gender, Social Welfare, Children's Affairs) in the North, South, East and West**



**DEVOLVED STRUCTURE**

**DISTRICTS – CHIEFDOMS**



## APPENDIX 2: TIME LINE

### TIMELINE OF KEY MILESTONES RELATING TO THE MINISTRY OF SOCIAL WELFARE, GENDER AND CHILDREN'S AFFAIRS (MSWGCA)

***Timeline for the MSWGCA***

| Levels/ year | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|
| International/<br><br>Regional | Submitted initial 2nd-5th periodic CEDAW report | Presented and defended the CEDAW report in NY<br><br>Global economic downturn negatively affected the ministry | International Day of prayer for children<br><br>APRM | ECOWAS policy of assistance to victims of trafficking in West Africa<br><br>West African mapping child probation system | Participation of UNCSW in New York | Submitted the 6th CEDAW report to UN Treaty body on human rights | Finalization of the report of all Heads of States of the solemn declaration on Gender Equality<br><br>Commencement on the development of Child Protection Policy<br><br>UNFPA's Donation of 20 Motorbikes to the ministry for | -Participation at the 6th session of member states on the UNCRPD<br>-launch of US Dept. TIP report that saw SL moved from Tier 2 watch list to tier 2. |

| Levels/ year | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | M&E | |
| National | Anti-human Trafficking Task Force set up<br><br>Child Rights Bill<br><br>Three Gender Page \| **50**Bills<br><br>National Policy on Child Wellbeing<br><br>National Committee on GBV set up | Child Rights Bill/Act<br><br>Agenda for change<br><br>Democratic elections in SL<br><br>Passage of the three gender Acts<br><br>Development of minimum guidelines for the ministry<br><br>Justice Sector Reform Strategy & Investment Plan 2008 - 2010 | Development of Strategic Roll-out plan for the implementation of the 3 gender laws | Review of the 1989 Abduction Act<br><br>Ratification of UNCRDP<br><br>National Action Plan on Resolution 1325 | Development and launching of the Gender Strategic Plan<br><br>Development and Launching of the National Action Plan on UNSCR, 1325 and 1820 | Finalization of the national Gender Strategic Plan<br><br>National Disability Act | Passage of the Sexual Offences Act<br><br>Development of the Agenda For Prosperity<br><br>Establishment of Commission for Persons with disability<br><br>Finalization of the National Referral Protocol on GBV | -first ever inter-ministerial meeting on TIP convened.<br>-parliamentary meeting on TIP held<br>-launch of US Dept. on TIP which saw SL moved from tier 2 watch list to tier 2<br>-Palermo protocol on TIP ratified<br>-TIP hotline set up<br>-TIP budget line created |

| Levels/ year | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---|---|---|---|---|---|---|---|
| Ministry | Institutional reforms<br><br>Devolve functions to Local Councils | Restructuring of the Ministry | Change of 3 ministers in two years | MOU signed between the ministry, FSU and Paramount Chiefs | Training of service providers on Human trafficking<br><br>Restructuring of the ministry management directorates<br><br>Amalgamation of the ministry in one location | Social Welfare and Gender divisions merged to be under one roof of the ministry<br><br>Change of a Minister | Resuscitation of the National Training Centre<br><br>Democratic Elections in Sierra Leone<br><br>MSWGCA 5 years strategic plan developed | -the establishment of the national commission for persons with disabilities, setting up of its secretariat, official launch of the commission and development of a strategic plan for the commission. |