



THE NETWORK OF WOMEN MINISTERS AND PARLIAMENTARIANS, SIERRA LEONE (NeWMaP-SL) STRATEGIC PLAN 2025-2030



**Government
of Ireland**
International
Development
Programme



THE NETWORK OF WOMEN MINISTERS AND PARLIAMENTARIANS, SIERRA LEONE (NeWMaP-SL)

STRATEGIC PLAN 2025-2030





VISION

A Sierra Leone where women and men enjoy equal rights and opportunities in all spheres of development.



MISSION

To serve as a national platform to promote women's empowerment and gender equality through enhanced leadership, economic empowerment, freedom from gender-based violence and capacity building of women and girls and NeWMaP members in Sierra Leone.

CORE VALUES



Integrity



Transparency and Accountability



Inclusivity



Excellence



Justice and Equality



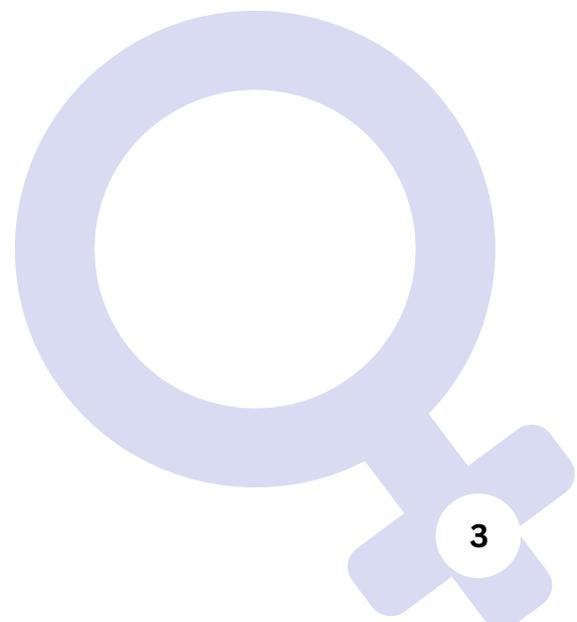
Diversity



Respect

ACRONYMS

CGG	Campaign for Good Governance
CSO	Civil Society Organization
GBV	Gender-Based Violence
GEWE	Gender Equality and Women's Empowerment
MoGCA	Ministry of Gender and Children's Affairs
MSWGCA	Ministry of Social Welfare, Gender and Children's Affairs
NAWMP	Network of African Women Ministers and Parliamentarians
NeWMaP	Network of Women Ministers and Parliamentarians
NFCs	Network of Female Councillors
PEA	Public Elections Act
PPA	Political Parties Act
SLeFPaC	Sierra Leone Female Parliamentary Caucus
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund



FOREWARD

It is with great pride and commitment that I present the Strategic Plan for the Network of Women Ministers and Parliamentarians (NeWMaP). This document reflects our shared vision for strengthening women's leadership and participation in governance, ensuring that female policymakers have the platform to influence national development. As women in leadership, we carry a profound responsibility to advocate for gender equality, inclusive policies, and transformative change that uplifts all women and girls across Sierra Leone. The Strategic Plan 2025–2030 serves as a roadmap to empower women leaders, enhance their capacity, and foster collaboration across government institutions. It outlines key priority areas, including policy advocacy, mentorship, capacity-building, and networking, which are essential for sustaining and increasing women's representation at decision-making levels. Through these strategic interventions, NeWMaP will not only support women in leadership but also inspire future generations to aspire for positions of influence.

This initiative comes at a crucial time when Sierra Leone is making strides toward gender inclusivity in governance and sustainable development. However, challenges remain, including structural barriers, societal norms, and limited access to leadership opportunities. Through this strategic framework, we reaffirm our commitment to breaking these barriers and ensuring that the voices of women in government and parliament are amplified, respected, and effectively integrated into national policies and programmes.

Collaboration and partnership will be vital in implementing this plan successfully. I encourage Ministries, Development Partners, Civil Society Organizations, and the Private Sector to support NeWMaP in achieving its goals. By working together, we can create an environment where women leaders are empowered, policies are gender-responsive, and national development is truly inclusive. The success of this strategic plan will not only benefit women in governance but will also contribute to the overall socio-economic growth of our nation.

As the Minister of Gender and Children's Affairs, I pledge my unwavering support to this initiative. I urge every woman in leadership to stand firm, use this platform effectively, and work collectively towards a more equitable, progressive, and inclusive Sierra Leone. Let us continue to pave the way for a future where women's leadership is not just encouraged but fully embraced as a driving force for national transformation.

Dr. ISATA BOI MAHOI
MINISTER OF GENDER AND CHILDREN'S AFFAIRS

DECEMBER, 2024

STATEMENT

I am honored to acknowledge and support the Strategic Plan of the Network of Women Ministers and Parliamentarians (NeWMaP), a vital roadmap for advancing women's leadership and participation in governance. This plan marks a significant step toward strengthening collaboration among female leaders in government, enhancing policy advocacy, and ensuring gender-responsive governance. It reflects a shared vision of empowering women at the highest levels of decision-making, fostering inclusivity, and driving sustainable development across all sectors.

NeWMaP's Strategic Plan (2025-2030) sets forth clear objectives that align with national and global gender empowerment goals. It prioritizes capacity building, mentorship, policy influence, and resource mobilization to ensure that women in ministerial and parliamentary positions have the necessary tools to excel in leadership. More importantly, it establishes a framework for strengthening networks among women policymakers, amplifying their voices in critical national dialogues, and advocating for gender-sensitive legislation.

As a caucus committed to promoting gender equity and inclusive governance, we see this strategy as a transformative blueprint that will not only benefit women in leadership but also create a lasting impact in communities across Sierra Leone. Women's participation in decision-making is not just about representation; it is about ensuring policies and programs address the real needs of women, children, and marginalized groups. NeWMaP's initiative reinforces this by advocating for policies that close gender gaps, advance economic empowerment, and improve access to education and healthcare.

We also urge all stakeholders—including government institutions, political parties, development partners, civil society, and the private sector—to rally behind NeWMaP's efforts. Sustainable progress requires collective action, and through strengthened partnerships, we can enhance opportunities for women leaders, bridge existing inequalities, and accelerate national development. The Women's Parliamentary Caucus stands ready to work alongside NeWMaP to ensure the successful implementation of this strategy.

In conclusion, I commend the leadership and commitment of NeWMaP in spearheading this initiative. This Strategic Plan is a call to action—one that demands unwavering support, accountability, and dedication from all of us. By investing in women's leadership today, we are shaping a more equitable, inclusive, and prosperous Sierra Leone for generations to come. Together, let us champion this cause and accomplish real change.

DECEMBER, 2024

HON. BERNADETTE W. SONGA

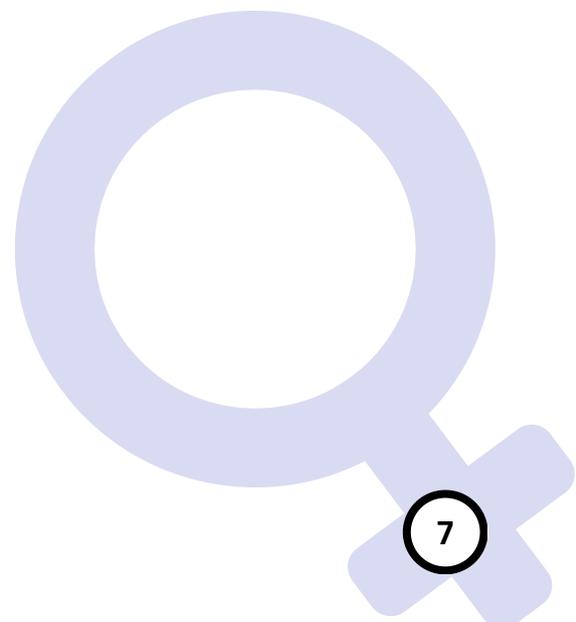
PRESIDENT, SIERRA LEONE FEMALE PARLIAMENTARY CAUCUS

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ACKNOWLEDGEMENT

I would like to acknowledge the following persons, whose invaluable contributions were pivotal to the completion of this Strategic Plan.

I would like to thank the Campaign for Good Governance (CGG) for giving me the opportunity to work with the members of the Network of Women Ministers and Parliamentarians (NeWMaP) to put together this Strategic Plan.

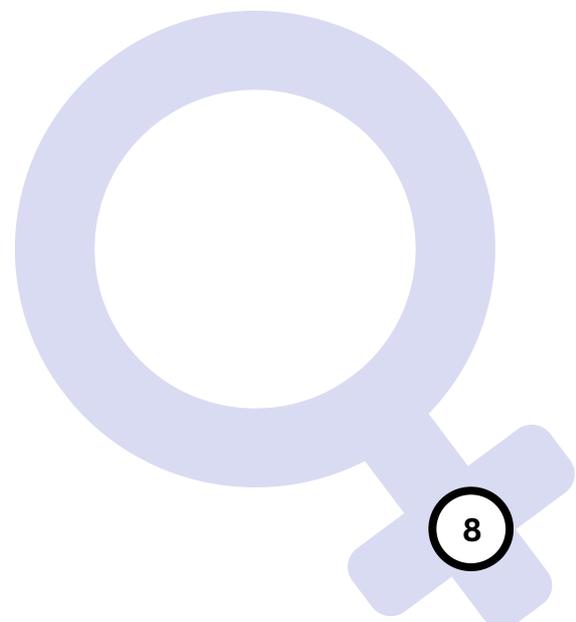
For the untiring efforts of Dr. Isata Boi Mahoi, Minister of Gender and Children's Affairs (MOGCA), Mrs. Marcella Samba, Executive Director, CGG, and Mr. Sahr Kendema for helping to coordinate the completion of the Strategic Plan Worksheet by the female Ministers, Deputy Ministers, and Parliamentarians.

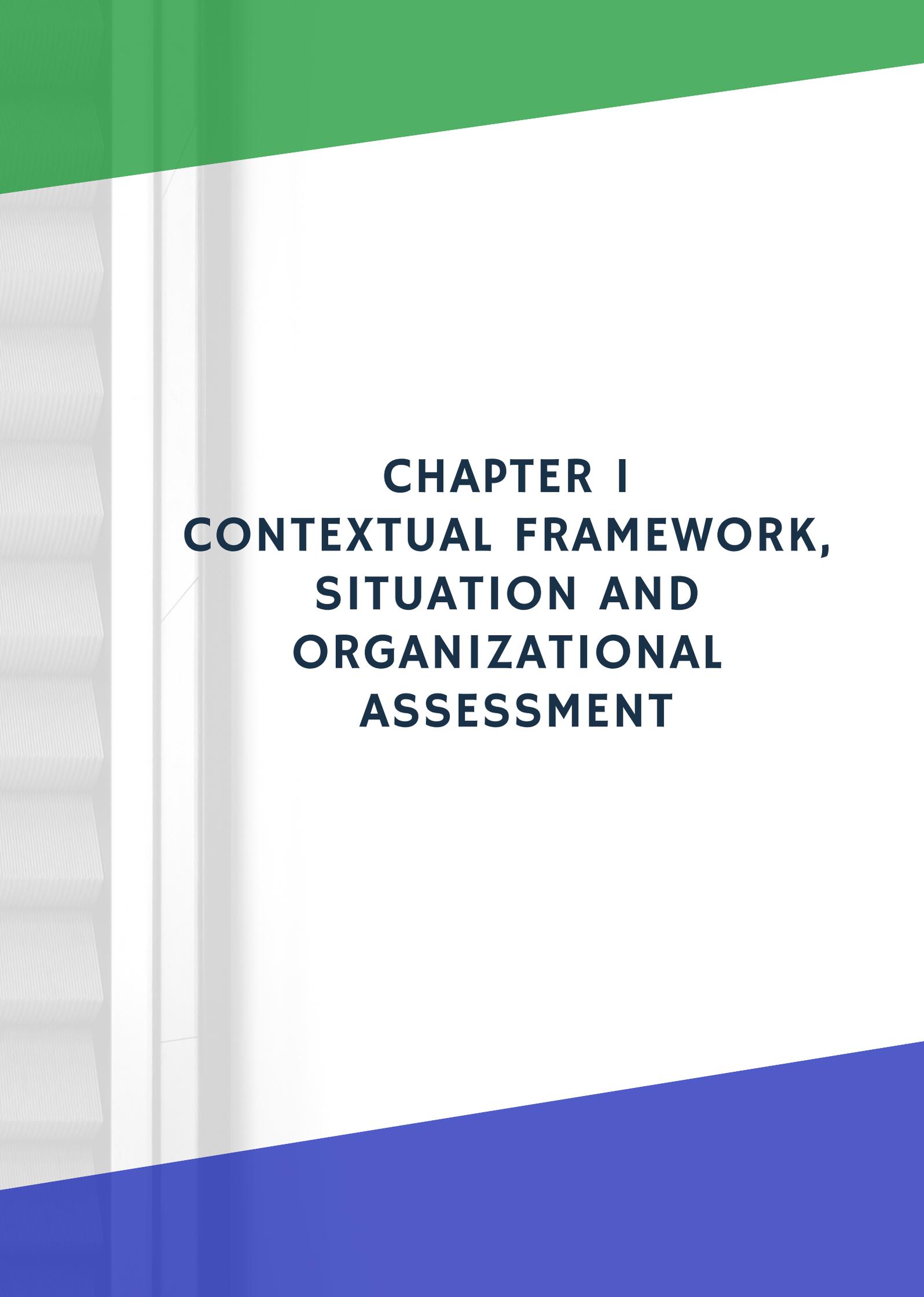
I also thank the members of NeWMaP for taking time off their busy schedule to complete the Strategic Plan Worksheet.

For the several online meetings held with the Technical Working Group, comprised of the Minister of Gender and Children's Affairs, CGG technical staff in charge of the development of the Strategic Plan, Experts on Gender Issues, CSOs whose work are related to women, gender and children to ensure that the strategic plan was forward-looking and capable of addressing the needs and aspirations of women and children in the country, I say thanks.

To all those participants who took part in the validation workshop and their invaluable contributions that greatly enhanced the quality of the Strategic Plan, I say thanks.

Thanks to Trocaire and Irish Aid for supporting the initiatives through the ICSP project





CHAPTER I CONTEXTUAL FRAMEWORK, SITUATION AND ORGANIZATIONAL ASSESSMENT

ASSESSMENT

1.0 BACKGROUND

The Network of Women Ministers and Parliamentarians (NeWMaP), the Sierra Leone Chapter, was first officially launched in 1999 by the then Late Vice President, H. E. Hon. Joe Demby, under the then Late President His Excellency Dr Alhaji Ahmad Tejan Kabba's Government. It later became a part of the Network for African Women Ministers and Parliamentarians (NAWMP), adopted in the meeting of the African Women Ministers and Parliamentarians sitting in Libreville, Gabon on 26th November 2004. NAWMP was established to promote an equal representation of women and men in decision-making processes at the National, Regional and International levels; and to strengthen the advocacy skills of women leaders.

Under the direction of the then Minister of Social Welfare, Gender and Children's Affairs (MSWGCA), Mrs. Shirley Gbujama, in 2003, NeWMaP enjoyed both financial and administrative support from the government and international partners like the United Nations Population Fund (UNFPA). There was a Coordinator, who ran the day-to-day affairs of the Network, whose office was situated in the Ministry of Social Welfare, Gender and Children's Affairs. NeWMaP was very active, with programmes focusing on maternal and child health, reproductive health and rights, population and family planning and capacity building of NEWMEP members. NeWMaP was a fully paid-up and vibrant member of NAWMP as it participated in all of its international meetings and programmes. Given the busy schedules of Network members and the limited specialization among them, Technical Working or Specialized groups focusing on specific areas such as legislation, policy advocacy, capacity-building, mentorship, constituency outreach and joint Programme development were formed to assist in the implementation of the Network's objectives and plan of action.

Many successes were achieved by the Network under the then Minister, until in 2008, when the Network's activities were curtailed due to a lack of financial and political support from the new government and the Minister from 2007-2017, resulting in a default in meeting its international financial commitments and participation. All attempts to resuscitate NeWMaP proved futile until 2023, when discussions for its reactivation started under the present government and the new Minister (Dr. Isata Mahoi). With support from Trocaire and Irish Aid capacity building workshops were organized by Campaign for Good Governance (CGG) and the Ministry of Gender and Children's Affairs for the women ministers, deputy ministers, female members of parliament and female councillors, which culminated in the official launch of NeWMaP by His Excellency, Retired Brigadier Julius Maada Bio, in 2024.

The NeWMaP-Sierra Leone Chapter- is a collaborative initiative aimed at advancing the interests of women in Sierra Leone. Comprising female Ministers, Deputy Ministers, and elected female Members of Parliament. NeWMaP serves as a platform to promote women's empowerment, gender equality, and women's rights in alignment with the Gender Equality and Women's Empowerment Policy, 2020 and the Gender Equality and Women's Empowerment Act of 2022.

After the 2023 general elections, there was a big surge in the number of elected female parliamentarians, female councilors and female cabinet ministers and deputy ministers, due mainly to the enactment of gender quota legislations in the Public Elections Act (PEA), Political Parties Regulations (PPRA) Act and the GEWE Act of 2022, all of which, made provisions of 30% quotas for females in both elective and appointive positions. As a result, there were very high expectations from citizens of these newly elected and appointed female leaders. There was, therefore, the urgent need to re-vitalise NeWMaP and the Network of Female Councillors (NFC), previously dubbed “Council of Women Councillors” (CWC), to serve as a platform to push for gender equality and women's empowerment at all levels within the national development framework of the country.

1.1 SUCCESSES

Impressive milestones have been achieved within the short time that NeWMaP has been re-activated. These include, but not limited to:

- Two separate training workshops were organized on “Networking, Mentoring, Coaching and Peer Support between and among Female Ministers and Deputy Ministers and the Female Parliamentary Caucus of Sierra Leone” to enhance their capacity and effective performance;
- Launch of NeWMaP by His Excellency, President Julius Maada Bio;
- Establishment and furnishing of the Network's Secretariat within the MOGCA office;
- Recruitment of 2 staff to manage the day-to-day running of the Secretariat;
- Re-vitalization of the defunct Council of Women Councillors; and
- Training and launch of the Network of Female Councillors (NFC), to complement NeWMaP, in the implementation of its plan of action at the district and ward levels.

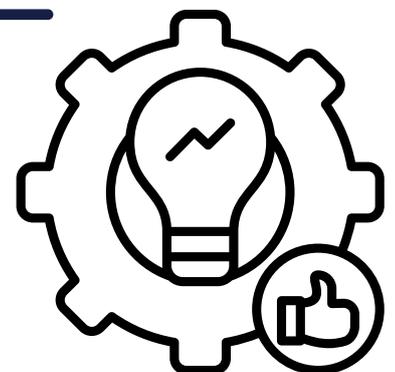
1.2 VISION

A country where women and men enjoy equal rights and opportunities in all spheres of development.

1.3 MISSION

To serve as a national platform to promote gender equality and women's empowerment through enhanced leadership in governance, economic empowerment of women, campaign against gender-based violence and capacity building of women and NeWMaP members in Sierra Leone.

1.4 Motto: 'United for Women's Leadership and National Progress'



1.5 AIMS AND OBJECTIVES

The primary aim of NeWMaP-Sierra Leone is to provide a unified platform that promotes collaboration, empowerment, and transformative change for women and girls in Sierra Leone. NeWMaP's expanded purpose and objectives underscore its profound commitment to women's advancement and empowerment in Sierra Leone. By facilitating collaboration, providing support, advocating for policy changes, driving joint programs, and actively contributing to the realization of the Gender Equality and Women's Empowerment Act, NeWMaP embodies a comprehensive approach to catalyze transformative change. Through these actions, NeWMaP seeks to reshape the narrative for women and girls, ushering in an era of increased gender equality, improved opportunities, and enhanced social well-being across the nation. The aims are to:

a) Foster Collaboration: NeWMaP aims to bring together female leaders from different political parties and government roles to collaborate on matters related to women, children, and vulnerable groups. NeWMaP recognizes that the strength of collective action is pivotal in achieving meaningful change. By bringing together female leaders from diverse political parties and government roles, NeWMaP aims to foster collaboration that transcends political boundaries. Through open dialogue, shared insights, and a unified voice, NeWMaP members will work together to address pressing issues concerning women, children, and vulnerable groups in Sierra Leone. This collaborative approach not only amplifies the impact of individual efforts but also paves the way for comprehensive and effective solutions that can bring about lasting positive change.

b) Empowerment and Support: NeWMaP aims to empower women through mentorship, guidance, emotional support, and capacity-building opportunities in leadership and governance. Empowerment lies at the heart of NeWMaP's mission. Recognizing the challenges and barriers that women often face in leadership roles, NeWMaP is committed to providing a supportive environment for its members. Through mentorship programs, guidance from experienced leaders, and emotional support networks, NeWMaP seeks to nurture the confidence, skills, and resilience of its members. By focusing on capacity-building in leadership and governance, NeWMaP aims to equip women with the tools they need to excel in their roles, lead with conviction, and inspire future generations of female leaders.

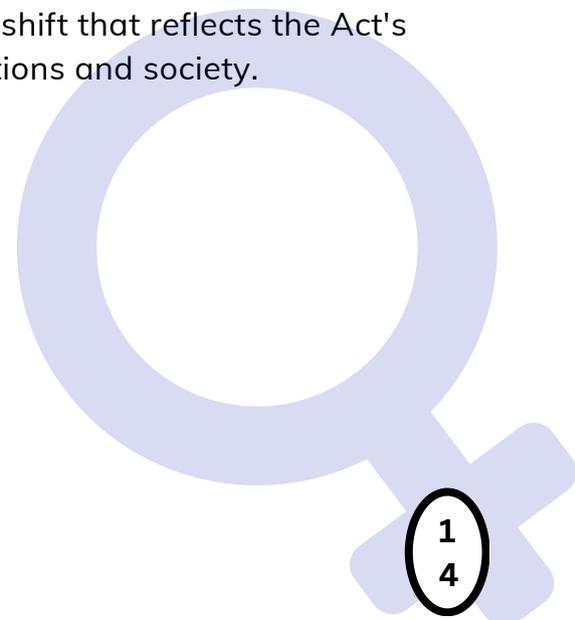
c) Advocate for Gender Equality: NeWMaP will advocate for policies, legislation, and budgets that advance gender equality, women's rights, and women's empowerment in Sierra Leone. NeWMaP is dedicated to advocating for comprehensive policies, impactful legislation, and equitable budgets that promote gender equality and women's empowerment.

1.5 AIMS AND OBJECTIVES

By leveraging the collective influence and expertise of its members, NeWMaP aims to actively engage with relevant stakeholders to drive the formulation and implementation of gender-sensitive laws and policies. Through targeted advocacy efforts, NeWMaP seeks to create an enabling environment where women's rights are protected and opportunities for their active participation and advancement are ensured across all sectors of society.

d) Joint Programmes: NeWMaP will develop and implement joint programmes that address key issues affecting women and girls, leveraging the collective strengths and expertise of its members. NeWMaP recognizes the potential of collaborative initiatives to effect transformative change. By developing and implementing joint programs, NeWMaP members will pool their resources, expertise, and networks to address critical issues affecting women and girls in Sierra Leone. These programs will be designed to tackle challenges such as education, healthcare, economic empowerment, violence prevention, and more. NeWMaP's collaborative approach to program development and implementation not only maximizes impact but also showcases the commitment of its members to tangible improvements in the lives of women and girls.

e) Implementation of Gender Equality and Women's Empowerment Act: NeWMaP will actively contribute to the implementation of the Gender Equality and Women's Empowerment Act of 2022 by monitoring the enforcement and impact of the Act, advocating for additional policies and measures to ensure the Act's comprehensive implementation and collaboration with relevant stakeholders to drive change and address challenges. NeWMaP is fully committed to advancing the implementation of the Gender Equality and Women's Empowerment Act of 2022. To achieve this, NeWMaP will actively engage in ongoing monitoring and evaluation of the Act's enforcement and impact. Beyond mere observation, NeWMaP will use its collective influence to advocate for additional policies and measures that ensure the comprehensive and effective implementation of the Act's provisions. Through collaboration with relevant stakeholders, including government bodies, NGOs, and civil society, NeWMaP will work to address challenges, propose amendments, and drive a culture shift that reflects the Act's principles and goals throughout Sierra Leone's institutions and society.

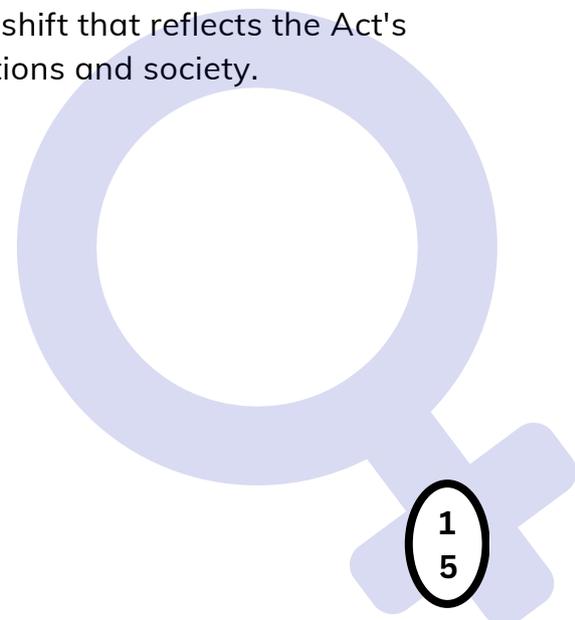


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1.5 AIMS AND OBJECTIVES

f) **Top of Form**

g) **Bottom of Form**

h) **Data Collection and Research:** The Network will play a pivotal role in collecting, analyzing, and disseminating data and research on issues related to women, gender equality, and empowerment. By collaborating with research institutions, NGOs, and experts, the network can generate evidence-based insights that inform policy-making and drive targeted interventions.

i) **Public Awareness and Education:** The Network will actively engage in public awareness campaigns to educate the general population about gender issues, women's rights, and the importance of women's participation in leadership roles. This could involve organizing workshops, seminars, and community outreach programs to promote a broader understanding of these issues.

j) **Mentorship Exchange:** In addition to internal mentorship programs, the Network will establish mentorship exchanges with other countries' networks or international organizations. This would create opportunities for cross-cultural learning and collaboration, enabling members to gain new perspectives and strategies for advancing women's rights.

k) **Diplomatic and International Advocacy:** The Network will leverage its collective influence to advocate for gender equality on an international stage. By engaging in diplomatic efforts and participating in international forums, members can work to influence global policies and commitments related to women's rights, empowerment, and gender mainstreaming.

l) **Intersectionality and Inclusivity:** The Network will emphasize the importance of intersectionality, recognizing that women's experiences are shaped by various factors such as race, ethnicity, socioeconomic status, and more. By addressing the unique challenges faced by different groups of women, the network can promote inclusivity and ensure that policy interventions are tailored to diverse needs.

h) **Monitoring and Evaluation:** The Network will establish mechanisms for monitoring and evaluating the implementation of gender-responsive policies and programs in Sierra Leone. This involves regularly assessing the impact of initiatives, identifying gaps, and recommending adjustments to ensure sustained progress.

i) **Legal Empowerment and Advocacy:** Apart from advocating for gender-sensitive laws, the Network can engage in legal empowerment efforts. This could involve providing legal support and resources to women who have experienced discrimination or violence, thereby ensuring their rights are upheld and justice is served.

1.5 AIMS AND OBJECTIVES

j) **Collaboration with Civil Society:** The Network will actively collaborate with civil society organizations that are dedicated to gender equality and women's rights. This partnership can amplify the network's impact by mobilizing grassroots support, expanding outreach, and connecting with communities at the grassroots level.

k) **Youth Engagement and Education:** The Network will engage with young women and girls to inspire and educate them about leadership opportunities and the importance of political engagement. This could involve mentorship programs, workshops in schools and colleges, and initiatives to encourage young women to pursue careers in politics and governance.

1.6 CORE VALUE

Integrity

Transparency and Accountability

Inclusivity

Excellence

Justice and Equality

Diversity

Respect

1.7 NATIONAL GUIDING DOCUMENTS

NeWMaP is a non-partisan, non-profit body guided by the mandate from a number of national and international laws, conventions, treaties, platforms, and UN resolutions. These include, at the national level:

The 1991 Sierra Leone Constitution Act No. 6, which provides the foundation for the principles of gender equality, inclusion and participation in economic, social, cultural and political spheres and forms the foundation upon which Women's Forum shall operate.

Specifically, Article 15 states that:

"----- every person in Sierra Leone is entitled to the fundamental human rights and freedoms of the individual. That is to say, has the right, whatever his race, tribe, place of origin, political opinion, color, creed or sex..."

In addition, Articles 8 (2) (a, b and c) demands that:

(2) a. "-----every citizen shall have equality of rights, obligations and opportunities before the law, and the State shall ensure that every citizen has an equal right and access to all opportunities and benefits based on merit;"

b. "-----the State shall recognize, maintain and enhance the sanctity of the human person and human dignity;" and

c. -----"the Government shall secure and maintain the independence, impartiality and integrity of courts of law and unfettered access thereto, and this end shall ensure that operation of the legal system promotes justice on the basis of equal opportunity; and that opportunities or securing justice are not denied by reason of economic or other disability."

Several other national policies and laws have been adopted/enacted by the government to promote gender mainstreaming and empowerment of women and girls, which has implications for the achievement of the Women's Forum's goals. Among these are:

- National Policy on Gender Mainstreaming (2000)
- National Policy on the Advancement of Women (2000)
- National Referral Protocol on Gender-Based Violence (2012)
- National Action Plan on Gender-Based Violence (2012)
- Sierra Leone National Action Plan for Full Implementation of United Nations Resolutions 1325 (2000) and 1820 (2008) (SILNAP), 2010-2014
- Implementation Plan on the Sexual Offences Act 2015
- The Child Rights Acts (2007)
- Domestic Violence Act (2007)

1.7 NATIONAL GUIDING DOCUMENTS

- Devolution of Estate Act (2007)
- Registration of Customary Marriage and Divorce Act (2009)
- Sexual Offences Act (2012)
- The Agenda for Prosperity (2013-2018)
- National Gender Strategic Plan: (2018-2023)
- Medium Term National Development Plan (2019-2023)

1.7.1 REGIONAL/INTERNATIONAL GUIDING DOCUMENTS

At the regional and international levels, Sierra Leone has also adopted, signed and ratified several critical regional and international instruments, laws, protocols and agreements that affirm the principle of gender equality, such as:

• Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW-1979);

General Recommendations of the Committee on the Elimination of Discrimination Against Women;

- UN General Assembly Declaration on the Elimination of Violence against Women (1993) (State Parties are called to “take measures to ensure that law enforcement officers and public officials responsible for implementation policies to prevent, investigate and punish violence against women receiving training to sensitize them to the needs of women (Article 4-i);
- Beijing Platform for Action (1995);
- Maputo Protocol (2003);
- Solemn Declaration on Gender Equality in Africa adopted by A.U. Heads of State and Government the importance in July, 2004;
- UNSCR1888 (2009) on Women, Peace and Security, which stipulates, among others, to design concrete strategies to support women and girls’ security needs, including through gender-responsive law enforcement (Art.10);
- UNSCR1820 (2008), which calls on State Parties to end impunity for sexual violence and ensure that all victims have equal protection under the law (Art.4);
- UNSC Resolution 1325 (2000) on Women, Security, which, among others, stresses the importance of women’s equal participation and full involvement in all efforts to maintain/promote peace and security.

1.7.1 REGIONAL/INTERNATIONAL GUIDING DOCUMENTS

- UNSC Resolution 1889 (2009) on Women, peace and security, which stipulates, among others, to Design of concrete strategies to support women and girls' security needs, including through gender-responsive law enforcement. (Art. 10);
- African Commission on Human and Peoples' Rights, Resolution on the Right to a Remedy and Reparation for Women and Girls Victims of Sexual Violence, (2007);
- ·The AU Gender Policy predicated on a 50/50 gender parity principle;
- ·The Maputo Declaration on Agriculture and Food Security, 2003;
- ·The Maputo Declaration on Gender Mainstreaming and Effective Participation of Women in the Africa Union, 2003;
- ·The Millennium Development goals (2005-2015), which, among others, call for gender equality and the empowerment of women;
- ·ECOWAS Supplementary Act relating to equality of rights between women and men for sustainable development in ECOWAS region (2015);
- ·Sustainable Development Goals 2015-2030 (2015);
- ·Convention on the Elimination of all forms of discrimination against women (CEDAW) (1979);
- ·The Dakar Platform of Action (1994);
- ·The International Conference on Population and Development (1994);
- ·Resolution 1325 of the United Nations Security Council on Women, Peace and Security (2000);
- ·The Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (2000);
- ·The African Union declaration on Gender Equity (2004);
- ·Agenda 2063 "The Africa We Want and;
- ·The Sustainability Development Goals of the United Nations (2030).

1.8 PURPOSE OF THE STRATEGIC PLAN

The purpose of this Strategic Plan is to:



Identify priority areas, set specific targets, define strategies and policy measures required to attain NeWMaP's Key Result Areas in the period 2025-2030



Provide a road map for the NeWMaP's members and the Secretariat to follow through to achieve the organizational vision;



Identify the partners and stakeholders to assist in the implementation, monitoring and evaluation of NeWMaP; and



Outline the membership and resource mobilization strategies required to ensure the availability of sustainable resources and capacities.

1.9 METHODOLOGY

This strategic plan is adopted based on the following steps:

1. A strategic plan worksheet was sent to the CGG and the Minister of Gender and Children's Affairs for the attention of all female Ministers and Deputy Ministers and female Parliamentarians to be filled out by identifying NeWMaP's strengths, weaknesses, opportunities and threats, priority areas to focus on, to identify NeWMaP achievements since establish, strategic allies to work with during implementation, core values, strategies to enhance active and committed membership as well as innovative programmes to enhance women's leadership;

i. **The filled-out worksheets were returned to the Consultant for input into the draft strategic plan.**

2. Several online meetings were held with the Technical Working Group, comprised of the Minister of Gender and Children's Affairs, CGG technical staff in charge of the development of the Strategic Plan, Experts on Gender Issues, CSOs whose work related to women, gender and children and the Consultant to ensure that the strategic plan was forward-looking and capable of addressing the needs and aspirations of women and children in the country;

3. A one-day validation workshop was held to review and improve the draft strategic plan.

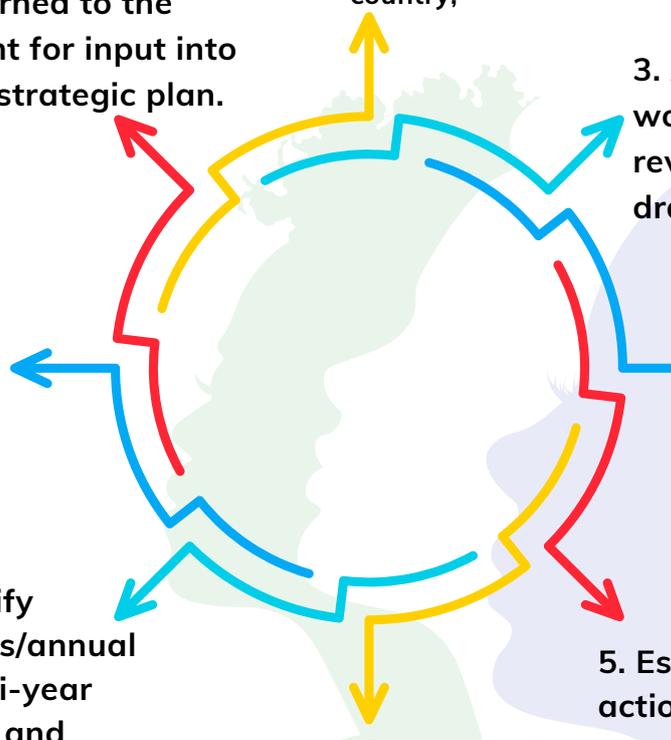
4. Design major strategies (programs) to address goals;

5. Established action plans;

6. Develop annual work plans;

7. Quantify strategies/annual and multi-year budgets; and

8. Monitoring and Evaluation.



1.10 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>-Capable staff in the MoGCA to manage the day-to-day affairs of NEWMAP;</p> <p>-Rich diversity in membership of NeWMaP in terms of experience and professionalism;</p> <p>-Goodwill on the part of female ministers, deputy ministers and parliamentarians to be part of NeWMaP; and</p> <p>-The existence of a good number of vibrant female youths among female ministers, deputy ministers and parliamentarians.</p>	<p>-Inadequate funding/ financial constraints due to no dedicated budget line for NEWMAP work;</p> <p>-Limited technical capacity in research, media, resource mobilization; and legislative drafting for tabling a private member's bill;</p> <p>-Cabinet reshuffle and high female members of parliament and female councilors' turnover during elections leading to loss of institutional memory;</p>	<p>-As a result of the Public Elections Act, Political Parties Act and Gender Equality and Women's Empowerment Act 2022, there is increased numbers of women in cabinet, parliament, councils and other leadership levels;</p> <p>-There exist the Network of Female Councilors to work with;</p> <p>-Changing perceptions towards women's leadership;</p> <p>-Changing legal environment allowing for increased and equal women participation and gender equality at all levels</p> <p>-Advancement in technology;</p> <p>-Goodwill from the government, UN</p>	<p>-Apathy from some members;</p> <p>-Elusive unity of purpose;</p> <p>-Dwindling donor support;</p> <p>-Keen and increasing competition for donor funding and support, due to the proliferation of CSOs;</p> <p>-Inadequate guidelines spelling the relationship between and among female ministers, deputy ministers, female parliamentarians</p>

1.10 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	<p>-Low visibility of NeWMaP at the grassroots level;</p> <p>-Limited interaction between female ministers, deputy ministers and female parliamentarians and female councilors; and</p> <p>No dedicated budget line for NEWMaP's implementation of its work plan.</p>	<p>agencies like UNWOMEN and UNDP, international development partners and civil society organizations (CSOs), especially women's organizations;</p> <p>-Technological advancement; and</p> <p>-opportunity to network with the many regional, continental and international parliamentary, local government and cabinet bodies.</p>	<p>and female councilors; and</p> <p>-Increasing gender-based violence, which has the potential to undermine <u>NeWMaP's</u> work plan.</p>





2.0 THE STRATEGIC PLAN 2025-2030

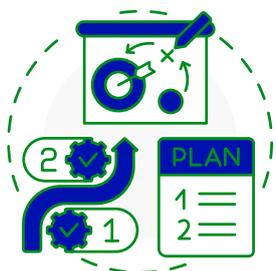
2.1 NEWMAP'S PHILOSOPHY



NeWMaP believes that the increased electoral gains achieved by women in the 2023 elections through improved representation in the legislature, local government, and cabinet can be sustained if this new generation of women leaders actively collaborate and build partnerships in a more formalized, structured, consistent, and authentic manner.

By harnessing the diverse knowledge, experiences, skills, and networks that each member brings to the Network, they can collectively meet the high expectations of citizens for better governance, effective organizational leadership, and stronger advocacy for the rights and welfare of women and girls, particularly those in marginalized and underprivileged communities across Sierra Leone.

2.2 THE STRATEGIC PLAN



This Strategic Plan covers the period from 2025 to 2030. It is informed by four priority thematic areas identified by NeWMaP members through both the questionnaires they completed and the online meetings convened to validate these priorities. Additionally, a fifth priority area, Institutional and Human Resource Capacity Building/Strengthening, was highlighted as critical to supporting the effective implementation and achievement of the identified strategic activities.

2.3 KEY RESULT AREAS (KRAS)

NeWMaP KRA 2025-2030	
<p><u>Key Result Area 1:</u> Institutional and human capacities building/strengthening of NeWMaP Secretariat and members for Effective Delivery of its Core Mandate.</p>	<p><u>Key Result area 2:</u> Economic empowerment of women and girls in less privileged situations linked to government and international organizations development frameworks.</p>
<p><u>Key Result area 3</u> Women’s leadership, Representation and Decision-Making enhanced to take strategic positions in governance.</p>	<p><u>Key Result area 4</u> Gender-based violence is reduced, and women and girls’ human rights are protected and promoted to unleash their talents and increase their contribution to national development.</p>
<p><u>Key Result Area 5</u> Robust Resource Mobilization to Sustain NeWMaP Planned Activities</p>	

Each of the KRAs above is presented, discussed, and the strategies to achieve the KRA formulated.

3.1.1 KRA 1: INSTITUTIONAL AND HUMAN CAPACITIES BUILDING/STRENGTHENING OF NEWMAP SECRETARIAT AND MEMBERS FOR EFFECTIVE DELIVERY OF ITS CORE MANDATE.

Female Cabinet Ministers and Deputy Ministers are tasked with implementing government policies and programmes, while female Members of Parliament have core responsibilities that include legislation (law-making), representation (reflecting the views and opinions of their constituents), and oversight (monitoring executive activities and holding government accountable for public investments, finances, activities, and the performance of public entities).

In this context, building and strengthening the capacities of NeWMaP members will require collaboration with a diverse range of stakeholders. These include development partners, parliamentary training institutions, experienced former ministers and parliamentarians, academic and research institutions both nationally and internationally, governance experts, civil society organizations, grassroots women's groups, and female councillors. Additionally, there is a strong need to organize experiential exchange visits to similar networks within the region to share lessons, gain exposure to innovative networking strategies, and strengthen partnerships.

To further enhance effectiveness, NeWMaP would have to work closely with other female ministers, parliamentary bodies, and caucuses in the region. This will foster improved networking, collaboration, partnership-building, and mentoring opportunities. Given the demanding schedules and high expectations placed on female ministers, deputy ministers, and parliamentarians, it is recommended that NeWMaP revitalize its Thematic Working Groups (TWGs) based on the four key result areas. These TWGs should be fully operational units, supported with adequate budgets, human resources, and logistical capacity.

Highly experienced and motivated individuals — including former female ministers, parliamentarians, heads of public institutions, researchers, and educationists — should be co-opted into these groups with clear mandates aligned to their sectoral expertise. These TWGs would serve as strategic platforms for NeWMaP to strengthen relationships with sectoral stakeholders and create opportunities for greater public engagement.

3.1.1 KRA 1: INSTITUTIONAL AND HUMAN CAPACITIES BUILDING/STRENGTHENING OF NEWMaP SECRETARIAT AND MEMBERS FOR EFFECTIVE DELIVERY OF ITS CORE MANDATE.

Furthermore, the NeWMaP Secretariat must be fully resourced and operational, equipped with the necessary financial, logistical, and human resources support. A fully functional Secretariat is critical for the effective execution of NeWMaP’s core mandates, the sustainability of the network, and its ability to mobilize resources and exert meaningful influence within the complex and dynamic governance environment in which it operates.

Goal	Objectives	Strategies
Institutional and human resource capacity building/ strengthening.	To put in place a highly trained, experienced and motivated Secretariat staff, NeWMaP members and the TWG capable of delivering on the Network’s core mandate.	<ul style="list-style-type: none"> -Conduct a training needs assessment of Secretariat staff, female ministers, deputy ministers and parliamentarians, and TWG of NeWMaP; -Develop and conduct training based on the needs assessment of Secretariat staff, members and TWG. -Conduct continuous on-the-job training for Secretariat staff to improve on their professionalism and performance; -Conduct continuous scanning activities on issues pertinent to the Network and on the advancement of women and girls to inform present and future work; -Organized nationally and internationally experiential exchange programmes to peer learning, appraisals; -Finalize and launch the NeWMaP Constitution that is binding on all members; -Link with institutions of excellence on human resource development, research and think tanks for training purposes; -Experience sharing and learning nationally internationally to similar organizations physically and digitally; -Organized annually conferences.

3.1.1 KRA 1: INSTITUTIONAL AND HUMAN CAPACITIES BUILDING/STRENGTHENING OF NEWMAP SECRETARIAT AND MEMBERS FOR EFFECTIVE DELIVERY OF ITS CORE MANDATE.

		<p>roundtable meetings on topical and emerging issues that are of concern to women;</p> <ul style="list-style-type: none"> -Effective and efficient communication and documentation put in place; -Put a strong National Executive in place with well-defined roles and responsibilities to provide oversight and direction for the Secretariat staff and the TWG.
	<p>Set up a well-equipped and functioning National Secretariat for effective service delivery.</p>	<ul style="list-style-type: none"> -Advocate to the government and donor agencies, and UN family for a budget line for NeWMap's operations and programmes -Provide attractive conditions of service for Secretariat staff to ensure their retention; -Re-vitalise the TWG provided for in the NeWMap Constitution; -Ensure that the Secretariat is fully equipped and functioning; -Organize internship for female university students during the summer vacation, to introduce them early to work ethics and the world of work; -Website and other social media outlets opened and functional to enhance effective communication and documentation.

3.1.2 KRA 2: ECONOMIC EMPOWERMENT OF WOMEN AND GIRLS IN LESS PRIVILEGED SITUATIONS LINKED TO GOVERNMENT AND INTERNATIONAL DONORS' DEVELOPMENT FRAMEWORKS.

Women and girls' economic empowerment is the process of ensuring that women and girls have the same opportunities to participate in the economy and benefit from it equally. It is essential for achieving gender equality, women's empowerment, and rights. In Sierra Leone, over 60 percent of women live in rural areas, form the bulk of the rural farm labour and are largely responsible for household food and nutrition security, yet they are marginalized in terms of access and control over productive resources- land, labour, credit, information and extension services.

This has tended to affect their productivity and contribution to agricultural growth. And yet, studies have shown that when women and men have equitable access and control over these resources, their productivity increases more than that of their male counterparts. Household food and nutrition is also enhanced, and the family standard of living is improved. There is therefore a need to focus on rural women's resource needs and adopt a gendered approach to rural and agricultural transformation.

This way women and girls, especially in rural areas, can drive economic growth and family welfare; increase their income through economic diversification reduce poverty and contribute to overall development and contribute to ending hunger and guaranteeing food security and nutrition.

Building/strengthening of their human capacities to reap more benefits from formal employment; ensuring that they have equal rights to own and dispose of properties, including land, housing and other properties; mainstreaming women into the financial system; promoting gender-aware social protection in insecure markets; challenging discriminatory social norms that prevent women from accessing jobs, information, networks and dignity; addressing security threats; freeing women and girls from unpaid and undervalued care work so as to invest time saved into more productive and paid jobs and personal development are some of the strategies to accelerate their economic Empowerment.

3.1.2 KRA 2: ECONOMIC EMPOWERMENT OF WOMEN AND GIRLS IN LESS PRIVILEGED SITUATIONS LINKED TO GOVERNMENT AND INTERNATIONAL DONORS' DEVELOPMENT FRAMEWORKS.

Key Result Area 2: Economic Empowerment of Women and Girls in Less Privileged Situation Linked to Government and International Donors Development Frameworks.		
Goal	Objectives	Strategies
Economic empowerment of women and girls in less privileged situations is enhanced.	Women and girls' capacities are built/strengthened to take full advantage of available economic opportunities.	<ul style="list-style-type: none"> -Organize training workshops for women to continue sensitization of the Devolution of Estate Act 2002, Customary Land Rights and Land Commissions Acts, 2022, GEWE Policy, 2020 and GEWE Act, 2022 and Domestic Violence Act, 2002 and the Sexual Offences Act 2012 and its 2020 Amendment Act, the new Labor Laws, all of which have provisions on curbing gender-based violence and access to properties, finance and decent work; -Call on government to fully operationalize the Women's Enterprise Fund, increase allocation to it and to make conditionalities for accessing these funds simple, affordable and women-friendly; -Develop more training facilities on financial and digital literacy for women to take advantage of the many funding opportunities currently existing that are linked to digital tools; -Ensure that more women benefit from all social security hangouts by involving more women in all social security administration processes; -Encourage more women to take advantage of the Women's Banking outfit in operation in the Bank of Sierra Leone;

3.1.2 KRA 2: ECONOMIC EMPOWERMENT OF WOMEN AND GIRLS IN LESS PRIVILEGED SITUATIONS LINKED TO GOVERNMENT AND INTERNATIONAL DONORS' DEVELOPMENT FRAMEWORKS.

		<p>roundtable meetings on topical and emerging issues that are of concern to women;</p> <ul style="list-style-type: none"> -Effective and efficient communication and documentation put in place; -Put a strong National Executive in place with well-defined roles and responsibilities to provide oversight and direction for the Secretariat staff and the TWG.
	<p>Set up a well-equipped and functioning National Secretariat for effective service delivery.</p>	<ul style="list-style-type: none"> -Advocate to the government and donor agencies, and UN family for a budget line for NeWMeP's operations and programmes -Provide attractive conditions of service for Secretariat staff to ensure their retention; -Re-vitalise the TWG provided for in the NeWMeP Constitution; -Ensure that the Secretariat is fully equipped and functioning; -Organize internship for female university students during the summer vacation, to introduce them early to work ethics and the world of work; -Website and other social media outlets opened and functional to enhance effective communication and documentation.

3.1.3 KRA 3: WOMEN'S LEADERSHIP, REPRESENTATION AND DECISION-MAKING ENHANCED TO TAKE STRATEGIC POSITIONS IN GOVERNANCE.

Women's leadership in governance and decision-making involves the participation of women in positions of power and decision-making at all levels of society. Women are underrepresented in leadership positions and as voters, despite their proven abilities as leaders and agents of change.

Structural barriers, such as discriminatory laws and institutions, which limit women's options to run for offices; capacity gaps Some factors that restrict women's participation in politics and decision-making include: capacity gaps make women are less likely than men to have the education, contacts, and resources needed to become effective leaders; and cultural, structural, and material forces, which circumscribe women's access to and participation in politics and decision-making are some of the inhibiting factors that inhibits women from participating in politics and governance.

Some strategies to advance women's leadership in governance and decision-making include: gender-sensitive governance reforms to make elected officials more effective at promoting gender equality in public policy; supporting women to define and organize around their priorities to help them take collective action; training women leaders to help boost their skills to actively participate in elections as candidates and voters; working with multiple stakeholders to help bring more women into government.

The 2023 general election ushered in a new women's leadership era, as 30% of the elected parliamentarians, councilors and cabinet positions were occupied by females. There are high expectations from the public of these new crops of female leaders, in terms of making a difference in service delivery and decision making in governance and being role models to other women and girls, which will largely determine their continued retention in these positions and beyond.

There is a role for the NeWMaP to ensure that they mount strong campaigns to addressing some of the factors inhibiting women's full and meaningful participation in politics and governance,

3.1.3 KRA 3: WOMEN’S LEADERSHIP, REPRESENTATION AND DECISION-MAKING ENHANCED TO TAKE STRATEGIC POSITIONS IN GOVERNANCE.

by being visible and speaking out for and on behalf of women and girls’ issues, providing avenues for capacity building of women and girls, enhancing young women’s leadership skills through internship and mentoring programmes in their offices; supporting women vying for elective and appointive positions, through experience sharing, participation in outreach programmes in wards and constituencies with female parliamentarians and councillors to improve on visibility and inform communities on their work, successes and challenges, so as to sustained citizens interest in female leadership, to mention a few.

Key Result Area 3: Women’s Leadership, Representation and Decision-Making Enhanced to take Strategic Positions in Governance.		
Goal	Objectives	Strategies
Increased women’s participation in governance	Women’s Leadership, Representation and Decision Making in Governance enhanced through capacity building/strengthening, outreach, collaboration, internship and mentoring.	<ul style="list-style-type: none"> -Organize annual conferences to learn and share members work, successes and challenges with women and girls so as to inspire more women to vie for leadership positions in the country and to sustain their interest in politics and governance; -Organize internship and mentoring programmes for young women in their offices to sharpen their knowledge and skills for enhanced leadership; -Collaborate and participate in members’ outreach programmes to enhance their visibility in terms of their work, successes and challenges so as to sustain interest in female leadership;

3.1.3 KRA 3: WOMEN’S LEADERSHIP, REPRESENTATION AND DECISION-MAKING ENHANCED TO TAKE STRATEGIC POSITIONS IN GOVERNANCE.

Key Result Area 3: Women’s Leadership, Representation and Decision-Making Enhanced to take Strategic Positions in Governance.		
Goal	Objectives	Strategies
		<ul style="list-style-type: none"> -Provide capacity building/strengthening of women in political Parties to take strategic decision-making and leadership positions to influence the election and retention of more women in political parties and government structures to safeguard gains made; -Monitor and report on all the implementation processes, practices and procedures of all gender-sensitive legislations for compliance. -Mobilize women to enhance their continued advocacy on the inclusion of women and girls’ broad priorities and concerns in the draft Constitution and participation in the review and enactment processes; -Amplify the voice and contribution of women leaders in Sierra Leone by disseminating the information to the public, through a robust information system; -Establish/strengthen good relationship with media houses to help disseminate NeWMAp activities, thus enhancing its visibility and public image;

3.1.4 KRA 4: GENDER-BASED VIOLENCE REDUCED AND WOMEN AND GIRLS' HUMAN RIGHTS PROTECTED AND PROMOTED TO UNLEASH THEIR TALENTS AND INCREASE THEIR CONTRIBUTION TO NATIONAL DEVELOPMENT

The UN defines violence against women as: any act of gender-based violence that results in, or is likely to result in physical, sexual or psychological harm or suffering to women, including threats of such acts coercion or arbitrary deprivation of liberty, whether occurring in public or private life". GBV can manifest in a variety of ways, including: physical violence, assault, slavery, emotional or psychological violence, such as verbal abuse, sexual abuse, rape, child marriage, denial of resources, sexual harassment, exploitation and abuse.

GBV is present in every society and takes many forms and all efforts must be taken to curb it. Women and girls are disproportionately impacted by all forms of GBV, especially those living with disabilities, young and adolescent girls, women refugees and migrants and older women. Over one-third of women and girls globally will experience some form of violence in their life. GBV increases during disasters and conflicts.

In Sierra Leone, it is reported that from January-October, 2024, 2,335 cases of GBV were reported by the Rainbo Centre, with over 90% of women and school going girls as victims. This is despite the review of the Sexual Offences Act 2012, to make provisions for increased and harsher penalties and new offences.

Electoral and political parties related violence can greatly affect women seeking for elective and appointive political positions. In Sierra Leone, women involved in election related processes such as candidates, voters' staff, party agents and election monitors and observers, reported some form of violence during the 2024 general election, although the incidents were less than in previous elections.

Many strategies exist to reduce GBV, which range from education and awareness raising on the causes, prevention and referral pathways to challenging gender stereotype, involving men and boys as allies, support to victims, empowering women and girls by giving them formal education, providing them with safe homes as well as economic empowerment and rehabilitating perpetrators, enacting harsher election related penalties and code of conduct, among others.

3.1.4 KRA 4: GENDER-BASED VIOLENCE REDUCED AND WOMEN AND GIRLS' HUMAN RIGHTS PROTECTED AND PROMOTED TO UNLEASH THEIR TALENTS AND INCREASE THEIR CONTRIBUTION TO NATIONAL DEVELOPMENT

For NeWMaP to effectively function, it is imperative that the working environment for them and women and girls are safe and conducive, free from discrimination and human rights abuses. As law makers and implementers of government policies and programmes, they must ensure that the legislations are properly oversighted, and resources for the implementation of government policies and programmes work and benefit women and girls. Continuous monitoring and scanning of the environment to ensure security and safety will be mandatory, if NeWMaP, women and girls are to fully participate in the delivery of the work plan proposed in this strategic plan.

Key Result Area 4: Gender-based violence reduced and women and girls' human rights protected and promoted to unleash their talents and increase their contribution to national development.		
Goal	Objectives	Strategies
Gender-based violent free Sierra Leone.	Gender-based violence reduced and women and girls' human rights protected and promoted.	<ul style="list-style-type: none"> -Collaboration with other national and international organizations to observe the 16th Day of Activism Against Gender-based Violence; -Provide emotional, moral, technical, financial and legal support to victims of gender-based violence; -Monitor and report on the implementation of the legal and policy frameworks for gender-based violence; -Collaborate with research and educational

3.1.4 KRA 4: GENDER-BASED VIOLENCE REDUCED AND WOMEN AND GIRLS' HUMAN RIGHTS PROTECTED AND PROMOTED TO UNLEASH THEIR TALENTS AND INCREASE THEIR CONTRIBUTION TO NATIONAL DEVELOPMENT

		<p>institutions, think tanks and government and NGOs to collect and disseminate data on GBV to help make informed policy and Programme decisions and actions;</p> <p>-Work with the Judiciary and other right-based organizations to ensure successful prosecution of GBV cases;</p> <p>-Continue with the education and sensitization on GBV, causes, nature, reporting mechanism, prevention, rehabilitation and available facilities and legal instruments; -</p>
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3.1.5 KEY RESULT AREA 5: ROBUST RESOURCE MOBILIZATION TO SUSTAIN NEWMAP'S PLANS

Resources mobilization refers to an expansion of relations with resource providers, and the skills, knowledge and capacity for the proper use of resources. It is the process that achieves the mission of the organization through mobilization of knowledge for skills, equipment, and service. Thus, it refers not only to fundraising, but also includes other resources, as well as the correct and maximum use of available resources (Babybonela, 2013; UNDP, 2002).

It is important to incorporate resources mobilization into a strategic plan, so that the organization will maximize the potential of the plan and also strengthen its resources mobilization efforts. Specifically, the resources mobilization strategy will help the Organization to: diversify and expand its resources base in supporting the achievement of the strategic plan's goals and overall growth of the Organization.; identify and analyze the resources available for the program priorities, policies and efficient budget allocation; understand the organization's current donor funding landscape, resources availability and support commitment; and maximize use of internally generated income so as to expand deep relations with stakeholders.

At present, NeWMaP has no budget line for its operations while members; contributions are not forthcoming. It relies heavily on donor funding to a tune of almost 100%. Essentially donor funding is in most instances unreliable and often creates a financial risk to the recipient organization especially.

With dwindling donor funding, NeWMaP is proposing to initiate a robust, dynamic and aggressive resource mobilization and fundraising process that will see the organization raise millions of Leones for sustainability by the end of 2030.

KEY RESULT AREA 5: ROBUST RESOURCE MOBILIZATION

Robust Resource Mobilization		
Goal	Objectives	Strategies
NeWMaP raises adequate resources to sustain itself and planned activities.	To enhance the sustainability of NeWMaP and its planned activities through robust core funding.	-Institutionalize members monthly or annual dues;
		-Conduct stakeholders and donor funders' mapping to determine which stakeholders and funders can be approached for funding;
		-Intensify RM and FR efforts to secure funding from bilateral and multilateral development partners including non-traditional partners;
		Organize dinner and dance, luncheon sale, dash card collection, bob-a-job, raffle draw and bazaar.
		Writing project proposals for donor funding;
		Lobbying government for a budget line in the Ministry of Gender and Children's Affairs budget for NeWMaP.



3.0

IMPLEMENTATION

FRAMEWORK

3.1 IMPLEMENTATION FRAMEWORK

In this Chapter, the identified Key Result Areas (KRAs) in the previous Chapter are discussed, while the strategies and broad activities that NeWMaP will pursue from 2025-2030 are elaborated. Each KRA will form the basis for annual work plan together with the estimated cost of implementation. The framework could also be used for monitoring purposes of the strategic plan. It also includes implementation timelines.

GOALS/ACTIVITIES	TIMELINE/BUDGET						BUDGET (NLE)
	2025	2026	2027	2028	2029	2030	
Key Result Area 1: Institutional and human capacities building/strengthening of NeWMaP Secretariat and members for Effective Delivery of its Core Mandate.							
-Conduct a training needs assessment of Secretariat staff, female ministers, deputy ministers and parliamentarians, and TWG of NeWMaP;	X						40,000
-Develop and conduct training based on the needs assessment of Secretariat staff, members and TWG;	X	X					160,000
-Conduct continuous in-house on-the- job training for Secretariat staff to improve on their professionalism and performance;	X	X	X	X	X	X	60,000
Finalize and launch the NeWMaP Constitution that is binding on all members;	X						50,000
-Link with institutions of excellence on human resource development, research and think tanks for training purposes of NeWMaP members, Secretariat staff and TWGs;	X						190,000

3.1 IMPLEMENTATION FRAMEWORK

GOALS/ACTIVITIES	TIMELINE/BUDGET						BUDGET (NLE)
	2025	2026	2027	2028	2029	2030	
-Organized nationally and internationally experiential learning and sharing programmes to similar organizations in-person and digitally;	X	X	X	X	X	X	500,000
-Organized annually conferences, roundtable meetings on topical and emerging issues that are of concern to women;	X	X	X	X	X	X	1,000,000
-Put a strong National Executive in place with well define roles and responsibilities to provide oversight and direction for the Secretariat staff and the TWG;	X						-
-Advocate to government and donor agencies and UN family for a budget line for NeWMaP's operations and programmes;	X	X	X	X	X	X	-
-Website and other social media outlets opened and functional to enhance effective communication and documentation;	X	X					15,000
-Re-vitalise the TWG provided for in the NeWMaP Constitution;	X						60,000
-Ensure a fully equipped and functioning Secretariat;	X						-
-Organize internship for female university students during the summer vacation, to introduce them early to work ethics and the world of work;	X	X	X	X	X	X	50,000

3.1 IMPLEMENTATION FRAMEWORK

GOALS/ACTIVITIES	TIMELINE/BUDGET						
	2025	2026	2027	2028	2029	2030	BUDGET (NLE)
-Ensure an attractive condition of service for the Secretariat staff to enhance their performance and retention;	X	X	X	X	X	X	140,000
-Effective and efficient communication and documentation put in place.	X	X	X	X	X	X	50,000
Key Result Area 2: Economic empowerment of women and girls in less privilege situations linked to government and international organization's development frameworks.							
-Organize training workshops for women to continue sensitization on the Devolution of Estate Act 2002, Customary Land Rights and Land Commissions Acts, 2022, GEWE Policy, 2020 and GEWE Act, 2022and Domestic Violence Act, 2002 and the Sexual Offences Act 2012 and it 2020 Amendment Act, the new Labour Laws, all of which have provisions on curbing gender-based violence and access to properties, finance and decent work, through the media and face-to-face;	X	X	X	X	X		900,000
-Call on government to fully operationalize the Women's Enterprise Fund, increase allocation to it and to make conditionalities for accessing	X	X					-

3.1 IMPLEMENTATION FRAMEWORK

GOALS/ACTIVITIES	TIMELINE/BUDGET						
	2025	2026	2027	2028	2029	2030	BUDGET (NLE)
these funds simple, affordable and women-friendly;							
Develop more training facilities on financial and digital literacy for women to take advantage of the many funding opportunities currently existing that are linked to digital tools;	X	X	X	X	X	X	220,000
-Ensure that more women benefit from all social security hangouts by involving more women in all social security administration processes;	X	X	X				-
-Encourage more women to take advantage of the Women's Banking outfit in operation in the Bank of Sierra Leone;	X	X					55,000
-Collaborate with other organizations to commemorate annually the International Day of Rural Women on October,15 to acknowledge their contributions to development and bring their plights to the attention of policy makers;	X	X	X	X	X	X	40,000
Work with female councilors at the ward level to implement NeWMA's Programme for rural women;	X	X	X	X	X		600,000
-Collaborate with research and agricultural institutions to train	X	X	X				200,000

3.1 IMPLEMENTATION FRAMEWORK

GOALS/ACTIVITIES	TIMELINE/BUDGET						BUDGET (NLE)
	2025	2026	2027	2028	2029	2030	
rural women in value addition for their produce to increase their income and food security drive;							
-Continue with the popularization drive for the GEWE Policy and Act, the Land Commission Act and Customary Land Act in the rural areas, targeting women especially, to be informed about the provisions in the acts and their enjoyment thereof;	X	X	X	X	X	X	150,000
Key Result Area 3: Women's Leadership, Representation and Decision-Making enhanced to take strategic positions in governance.							
-Organize annual conferences to learn and share members work, successes and challenges with women and girls so as to inspire more women to vie for leadership positions in the country and to sustain their interest in politics and governance;		X	X	X	X	X	300,000
-Organize internship and mentoring programmes for young women in their offices to sharpen their knowledge and skills for enhanced leadership;							60,000
-Collaborate and participate in each members' outreach programmes to enhance their visibility in terms of their work,	X	X	X	X	X	X	420,000

3.1 IMPLEMENTATION FRAMEWORK

GOALS/ACTIVITIES	TIMELINE/BUDGET						
	2025	2026	2027	2028	2029	2030	BUDGET (NLE)
successes and challenges so as to sustain interest in female leadership;							
-Provide capacity building/strengthening for women in political parties to take strategic decision-making and leadership positions to influence the election and retention of more women in political parties and government structures to safeguard gains made;				X	X		250,000
-Monitor and report on all the implementation processes, practices and procedures of all gender-sensitive legislations for compliance;	X	X	X	X	X	X	40,000
-Mobilize women to enhance their continued advocacy on the inclusion of women and girls' broad priorities and concerns in the draft Constitution and participation in the review and enactment processes;	X	X					80,000
-Amplify the voice and contribution of women leaders in Sierra Leone by disseminating the information to the public, through a robust information system;	X	X					52,000
Establish/strengthen good relationship with media houses to	X	X	X	X	X	X	48,000

3.1 IMPLEMENTATION FRAMEWORK

GOALS/ACTIVITIES	TIMELINE/BUDGET						BUDGET (NLE)
	2025	2026	2027	2028	2029	2030	
help disseminate NeWMaP activities, thus enhancing its visibility and public image.							
Key Result Area 4: Gender-based violence reduced and women and girls' human rights protected and promoted to unleash their talents and increase their contribution to national							
-Collaboration with other national and international organizations to observe the 16 th Days of Activism Against Gender-based Violence in members' constituencies and wards;	X	X	X	X	X	X	800,000
-Provide emotional, moral, technical, financial and legal support to victims of gender-based violence;	X	X	X	X	X	X	160,000
-Monitor and report on the implementation of the legal and policy frameworks for gender-based violence;	X	X	X				72,000
-Collaborate with research and educational institutions, think tanks and government and NGOs to collect and disseminate data on GBV to help make informed policy and Programme decisions and actions;		X	X	X	X	X	50,000
-Work with the Judiciary and other right-based organizations to ensure successful prosecution of GBV cases;		X	X	X	X	X	55,000

3.1 IMPLEMENTATION FRAMEWORK

GOALS/ACTIVITIES	TIMELINE/BUDGET						BUDGET (NLE)
	2025	2026	2027	2028	2029	2030	
-Continue with the education and sensitization on GBV, causes, nature, reporting mechanism, prevention, rehabilitation and available facilities and legal instruments;	X	X	X	X	X	X	68,000
Work with men and boys, as allies, to fight and end GBV.		X	X	X	X	X	66,000
Key Result Area 5: Robust Resource Mobilization for Sustainability							
-Institutionalize members monthly or annual dues;	X						-
-Conduct stakeholders and donor funders' mapping to determine which stakeholders and funders can be approached for funding;	X						-
-Intensify RM and FR efforts to secure funding from bilateral and multilateral development partners including non-traditional partners;	X	X	X	X	X	X	47,000
Organize dinner and dance, luncheon sale, dash card collection, bob-a-job, raffle draw and bazaar, annually;	X	X	X	X	X	X	100,000
Writing project proposals for donor funding;	X	X	X	X	X	X	20,000
-Lobbying government for a budget line in the Ministry of Gender and Children's Affairs budget for NeWMaP.	X	X					-



4.0
ORGANISATIONAL
STRUCTURE
MONITORING AND
EVALUATION

4.1 NEWMAP'S ORGANOGRAM

The implementation of any strategic plan will not be successful without and alignment of its structure, processes and staffing. Most importantly is the human resources capacity to deliver the strategic plan and propel the organization and its members to achieve its goal and objective.

This strategic plan has taken this factor into consideration given the fact that not all the organs proposed in the NeWMaP Road Map has been established and made functional such as the National Executive of NeWMaP and the Thematic Working Groups.

There is need for the Secretariat to be fully and adequately funded and equipped with the appropriate work tools. For the staff to be highly motivated, high performers and to be stable in the job, there is need to pay them according to their professional qualification and that of the current job market rate. Of course, the salary structure needs to be reviewed periodically.

4.2 IMPLEMENTATION PLAN

Implementation of this strategic plan will be carried out at the national, district, constituency and ward levels.

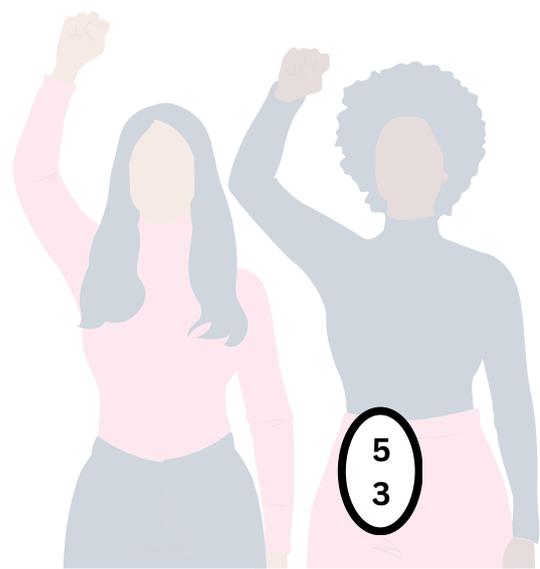
The National Executive will provide the policy direction for the implementation of this strategic plan. The Steering Committee will re-establish the Technical Working Groups will be revitalized as stated in the strategic plan objectives and activities and aligned with the thematic areas under their purview and work with the National Executives and Steering Committee as well as the Secretariat in its implementation. The Network of Female Councilors will help in cascading NeWMaP's work at the ward level.

4.3 RISKS/ASSUMPTIONS

The following risk factors are identified as critical for the successful implementation of the strategic plan.

These are:

1. Donor fatigue due to increasing request from organizations and over reliance on donors to implement core programmes;
2. Dwindling donor fund for development assistance;
3. Robust and effective resource mobilization and fundraising;
4. Increasing sexual/gender-based violence/electoral violence;
5. Inadequate capacity of Women's Forum;
6. Susceptibility of the economy to external shock will impact on Women's Forum capacity to implement planned programs;
7. Data and information availability;
8. Cooperation of member organizations and executives –attendance, payment of dues;
9. Recruitment and retention of well qualified and competent staff;
10. Peace and stability in the country and the sub-region;
11. Strict adherence to the constitution and other framework documents;
12. Establishment/strengthening of relationship with donor partners; and
13. Good collaboration and networking across women's organizations, CSOs, UN Agencies, government and donors.



4.4 MONITORING, REPORTING AND EVALUATION

There is a need for a continuous assessment of NeWMaP's performance, both in terms of staff performance and use of resources towards the achievement of its core mandate and this strategic plan. Therefore, this strategic plan needs to be reviewed after two and a half years of implementation, using participatory methods and tools.

A baseline of where NeWMaP is currently needs to be established, so as to give an indication as to whether it has made progress or not in the implementation of its core mandate.

At the end of the four years, a terminal monitoring and evaluation will be conducted to ensure the percent of implementation of planned activities.

To achieve all of this, an M&E plan has to be developed, which will outline the type of data to be collected, how it will be collected and by whom.

In all of this, there is a need for an M&E officer who will design and implement M&E activities in NeWMaP, as well as establish and maintain a database on its projects and prepare periodic reports on the implementation of the strategic plan and all projects implemented by NeWMaP.



4.5 COMMUNICATION

To keep members and the citizenry informed about NeWMaP work, successes, challenges, feedback, there is a need to have a communication strategy and tools to promote awareness and enhance dialogue and feedback as well as employ a communication specialist that will engage stakeholders, apprise them of the work of the NeWMaP and to provide the opportunity for feedback. The Communication specialist will develop a website and other social media outlet, which will ensure interaction with women's groups, the general population and other key stakeholders on NeWMaP activities, successes and challenges.

4.6 NEWMAP SECRETARIAT

To consolidate MoGCA, CGG and Trocaire's support to NeWMaP and to enhance operational efficiency and effectiveness, there is a critical need for continued support for the functioning of NeWMaP secretariat with personnel and necessary equipment. This will enable the members to fully deliver on their mandate through a well-equipped and managed secretariat with a well-motivated and qualified staff to run the affairs of the secretariat

The aim is to ensure that women political leaders (appointed and elected) have a functional secretariat that has the necessary tools to effectively support their learning and development, improve on gender-responsive governance, advocate for women's priority issues and representation in decision-making processes as they influence agreements, contracts, policies, regulations, and laws in support of women's empowerment in Sierra Leone.



