
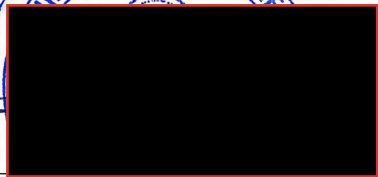


PRODOC TEMPLATE – 3RD PROGRAMMING ROUND (2024)

All sections in all parts are to be completed in full by all Fund applicants.

Part One – Applicant Details

FUND RECIPIENT ¹		AUTHORISED SIGNATORY ²	
Organisation Name	UN Women	Organisation Name	Defence Headquarters Republic of Sierra Leone Armed Forces (RSLAF)
Organisation Address	7C Mudge Farm, Freetown Sierra Leone	Organisation Address	Defence Headquarters Republic of Sierra Leone Armed Forces (RSLAF) Cockerill, Wilkinson Road, Freetown
First and LAST NAME	Setcheme MONGBO	First and LAST NAME	Major General Amara Idara Bangura
Position / Rank / Title	Head of Office	Position / Rank / Title	Chief of Defence Staff (CDS) Major General
Signature and Seal		Signature and Seal	
Date of Signature		Date of Signature	
Email: Official	setcheme.mongbo@unwomen.org	Email: Official	cgs@dhg.gov.sl
Email: Other	mariama.jusu-koiyia@unwomen.org	Email: Other	saidumohamedcontehusl2020@gmail.com
Address	7C Mudge Farm, Freetown Sierra Leone	Address	Defense Headquarters Republic of Sierra Leone Armed Forces

¹ **EIF Fund Recipient:** can be either a **National Government**, and therefore the implementing entity, or a **PUNO** (participating UN organisation) which includes United Nations Agencies, Funds, Programs (AFP) and United Nations missions, also an implementing entity.

- T/PCC as fund recipient: T/PCC **project focal point** is to sign this section.
- PUNO as fund recipient: UN Agency **project focal point** is to sign this section.

² **Authorised Signatory:**

- Where a T/PCC is the fund recipient, the Defence Force Chief / Minister of Defence / Police Commissioner / Minister of Interior must sign this section. Signing this document includes agreement to support the EIF to undergo the HACT and HRDDP (page 2)
- Where a PUNO is the fund recipient in partnership with a T/PCC, the Defence Force Chief / Minister of Defence / Police Commissioner / Minister of Interior and UN Country Head must sign this section respectively.
- Where a UN mission is the fund recipient, the Head of Mission/Force Commander/Director of Mission Support must sign this section.

			(RSLAF) Cockerill, Wilkinson Road, Freetown.
Telephone Number	Tel: +232 75707456	Telephone Number	+23278627535 +23299482206
AUTHORISED SIGNATORY ²		IMPLEMENTING PARTNER/S ³	
Organisation Name	UN Women	Implementing Partner	
Organisation Address	7C Mudge Farm, Freetown Sierra Leone	Organisation Name	
First name: LAST NAME	Setcheme MONGBO	Organisation Address	
Position / Rank / Title	Head of Office	First name: LAST NAME	
Signature		Position / Rank / Title	
Seal		Signature	
Date of Signature		Date of Signature	
Email: Official	setcheme.mongbo@unwomen.org	Email: Official	
Email: Other	Mariama.jusu-koiyia@unwomen.org	Email: Other	
Address	7C Mudge Farm, Freetown	Address	
Telephone Number	+232 3276602214 +23278216745	Telephone Number	

Project duration – in months <i>The maximum project term is 24 months</i>	2 years	Total Budget Requested in US \$	US \$750,007.12
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³ An **implementing partner** is a partner organisation that will implement activities as per the signed project document (PRODOC) under the financial and programmatic responsibility of either a: (i) PUNO or (ii) the national government through which they receive funds. An implementing partner can be a T/PCC or CSO.

Harmonized Approach to Cash Transfers (HACT), and Human Rights Due Diligence Policy (HRDDP) requirements. Please tick each box to acknowledge the requirement to support the EIF to undergo each of the following:

Agree to the HACT requirements, as explained in the EIF Operations Manual – Section 8.8	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Agree to the HRDDP requirements, as explained in the EIF Operations Manual – Section 8.7	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

HRDDP and HACT: Following the conduct of the HACT and HRDDP assessments, please describe the key actions and mitigating measures that the T/PCC has agreed to undertake.

HRDDP:

Risk 1: Sexual and gender-based violence and discrimination risks within the RSLAF, including the risk of sexual harassment and/or sexual violence by members of the RSLAF.
Mitigation Measures Proposed: Policy review and Strengthening Complaints Procedure.
Oversight: The project itself addresses the mitigation measures for addressing the SGBV and SEA matters within RSLAF through a comprehensive policy review including the Gender Policy and the development of the Harmonized Digital Reporting System for RSLAF with an oversight and tracking mechanism with the Gender Directorate.

Risk 2: Risks related to the behavior of RSLAF in peacekeeping operations, including the risks of sexual exploitation and abuse (SEA) and the risks of military excesses / use of force in military operations undertaken by RSLAF.
Mitigation Measures: RSLAF to bring such cases reported by the DPO to the notice of UN Women during the implementation of the project, and in good faith share information on action taken by RSLAF.
Oversight: UN Women Office in Sierra Leone.

No specific risks of human rights violations were identified regarding the infrastructure upgrade of the Training Facility and the conduct of trainings at the designated training facility. Additionally, no risks of human rights violations were observed in relation to the provision of healthcare within the RSLAF.

HACT: Not required.

Elsie Initiative Fund Results Framework: Indicate the **Primary Outcome** that this project will contribute to (tick one box only):

<input type="checkbox"/> Outcome 1: Expanded country specific knowledge of barriers to deployment of women peacekeepers to United Nations peace operations.	<input type="checkbox"/> Outcome 2: Increased meaningful deployment of uniformed women peacekeepers to United Nations peace operations.	<input checked="" type="checkbox"/> Outcome 3: Increased pool of uniformed women eligible to deploy as United Nations peacekeepers.	<input type="checkbox"/> Outcome 4: Improved working and/or living conditions for uniformed women peacekeepers in United Nations peace operations.
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Participating United Nations Organizations (PUNO) who are the main funding beneficiary will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each PUNO in accordance with its own regulations, rules, directives, and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the Fund’s account. This separate ledger account shall be administered by each PUNO in accordance with its own regulations, rules, directives, and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives, and procedures applicable to the PUNO.

Please check the box to acknowledge.

Part Two: Barrier Assessment Summary

<i>Please provide a summary of your Barrier Assessment / MOWIP results below.</i>	
Barrier Assessment Title:	The Republic of Sierra Leone Armed Forces 2022 Report on Results on Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment
Date:	November 2022
Barrier Assessment Executive Summary. <ul style="list-style-type: none">- Provide a summary of your barrier assessment results.- What are the high-priority issue areas identified in the MOWIP barrier assessment?- What are the key barriers identified to women's meaningful participation in UN deployments?	
<p>The MOWIP Barrier Assessment (BA) for RSLAF was initiated in 2021 with the final report published in November 2022. The assessment was undertaken as an EIF project (first programming round) and in accordance with the DCAF MOWIP methodology. As a result of the national ownership and leadership of the BA report by RSLAF, the findings and the momentum garnered through policy commitments made by the RSLAF have since influenced the appointment of the first female officer to sit as member of the Ministry of Defense/RSLAF decision making Committee, and the appointment of the first ever female officer as a Battalion Second-in-Command, charting a course for women's promotion into senior leadership roles.</p> <p>The high key priority barriers to women's meaningful participation in UN deployments from the RSLAF BA report includes:</p> <ol style="list-style-type: none">(1) Lack of women in senior leadership roles and limited access to trainings relevant to deployment criteria (Issue Areas 1, 2, and 5).(2) Lack of childcare facilities including access to maternal and health challenges for women (Issue Area 4).(3) Women face health challenges that make their retention difficult (Issue Area 1 and 4).(4) No independence of the reporting mechanisms within the institution for harassment and other misconducts (Issue Area 10). <p>The report also provides recommendations that will overcome these challenges. The top recommendations to address barriers include:</p> <ol style="list-style-type: none">(1) Establishing a positive measures/quotas system to promote women's inclusion and reinforce their performance through courses and training that facilitate access to promotions.(2) Development of spaces, facilities, and policies for new/nursing mothers.⁴(3) Conduct a gendered needs assessment and address the specific health challenges of women.(4) Invest in training female medical practitioners on specific areas in which women are challenged to help retention and possible deployment to UN Operations.	

⁴ While this is a barrier and finding from the MOWIP report, this encompasses a broader understanding of reproductive and sexual healthcare needs. The Activity that conducts the broader Healthcare Assessment for women personnel will identify the specific needs on this barrier, for action to be taken further with the support of Ministry of Health, other international and national medical organizations (Doctors without borders, Mercy Ship etc.) and with leadership proposed to other UN agencies like UNFPA who lead the UNCT in Sierra Leone in sexual and reproductive health matters. Bilateral Donor support will also be sought by the Government of Sierra Leone from countries with established embassies in Sierra Leone for investment in long term reproductive and sexual healthcare needs for women officers of RSLAF.

In addition, within the high priority barrier under issue 1 i.e., the lack of women in senior leadership roles, an underlying factor directly contributing to this finding is limited access to training opportunities for women at the same rate as men.

The aforesaid key barriers and recommendations are the high priority areas that this project seeks to support, through coordinated interventions within and led by the RSLAF in collaboration with other necessary stakeholders, both governmental and non - governmental.

[Part Three: Project Details and Rationale](#)

Title of your Project

Women repositioned to meaningfully participate and lead in the Republic of Sierra Leone's Armed Forces and support Peacekeeping Operations.

Project description and objectives (rationale):

In November 2022, the Republic of Sierra Leone Armed Forces (RSLAF) launched its Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment Report. The report fits into the broader goals of Sierra Leone's Women, Peace, and Security Agenda and is aligned with the core values of the Third National Action Plan (NAP) (2024 - 29) which include prevention, protection, participation, and recovery, geared towards the full implementation of the UNSCRs 1325 and 1820. The project is also aligned with the National Development Plan 2024-2030 and the Gender Equality and Women's Empowerment Act, 2022⁵. This project is a partnership of RSLAF with UN Women to implement recommendations that address the high priority barriers, with the aim to increase the ability of RSLAF to deploy uniformed women and ensure their meaningful participation in UN peace operations.

Aside from support to UN Peacekeeping, the RSLAF has also supported the African Union led peacekeeping missions to Somalia under AMISOM and ATMIS. Under AMISOM between April 2013 and 2015, 850 RSLAF troops.⁶ Post the Ebola outbreak in Sierra Leone in 2014/15 no further troops have been deployed to Somalia. Only 6 rotations of Formed Police Units have taken place to the AU led mission in Somalia.⁷

Outcome Statement: Enhanced participation and leadership opportunities for women within the RSLAF and thereby improving the eligible pool of uniformed women available for peacekeeping deployments through the promotion of institutional policies, training facilities, healthcare for female personnel and accountability for sexual harassment and abuse at the national level.

Outputs and Activities:

Output 1: Gender mainstreaming accelerated in the Force Formations/Units (Issue Area 1)

1.1: Revise & update relevant existing policies to enhance the promotion of gender-transformative initiatives in compliance with the GEWE (Gender Equality and Women's Empowerment Act 2022 of Sierra Leone) and the National Action Plan 1325 (NAP III) 2024 - 29.

Narrative description:

⁵ GEWE Act 2022 commits all government institutions, including the RSLAF to achieve 30% women representation at all levels, including leadership.

⁶ Mostly male (unconfirmed) as the troops were sent at the very beginning of the AMISOM mission to secure peace among local communities from AI – Shabab. Gender disaggregated data is currently unavailable.

⁷ Details to be provided in the Sierra Leone Police Project.

- *This activity will support the establishment of an inter-ministerial **Policy Review Committee in RSLAF** and led by its Policy and Strategic Directorate, Legal and Gender Directors as well as representatives from all formations and units of RSLAF, and representatives from the Ministry of Gender to provide substantive advice and guidance to RSLAF in the development and implementation of an RSLAF Action Plan that achieves the requirements / standards set out in the GEWE Act 2022 for the Armed Forces. The Action Plan developed for RSLAF will be aligned to the newly developed NAP III on 1325 to strengthen women’s participation and leadership by 30% in the Armed Forces.*

The RSLAF will establish this Policy Review Committee by a Ministerial Order and request representatives from the Ministry of Gender to nominate its representatives to the policy revision process in RSLAF as the primary gender mainstreaming entity of the government of Sierra Leone – who will guide on how to update the RSLAF policies and make the institution more gender responsive and inclusive. This committee shall oversee and provide strategic guidance and oversight in achieving all existing and new commitments made for the promotion of women roles and leadership across the RSLAF. This includes review and oversight of internal administrative orders / internal policies on retention, promotion, and career growth opportunities for women to assume leadership roles in RSLAF. Additionally, within the context of this activity, the Policy Review Committee will also review, to revise and strengthen the RSLAF Gender (Equal Opportunities), Fraternization and Sexual Harassment Policy to promote zero tolerance in RSLAF. The list of RSLAF policies to be reviewed and updated in line with the GEWE Act 2020 includes:

- *RSLAF Policy on Recruitment of Women (how to promote women’s recruitment at the entry level)*
- *RSLAF Policy on Retention of Women Officers (redefining career positions and roles for women in RSLAF)*
- *RSLAF Policy on Promotion of Women Officers (including special training needs for promotion of women, leadership trainings for women and identification of position where women’s leadership is lacking in RSLAF)⁸*
- *RSLAF Gender (Equal Opportunities), Fraternization and Sexual Harassment Policy – to be updated to include a robust and zero tolerance towards sexual harassment and promoting good working environment towards all in RSLAF.*
- *One Strategic Plan will be developed by the Policy Review Committee to oversee the implementation and address challenges in the implementation of the aforesaid four women’s empowerment related policies for RSLAF.*

The Project Technical Committee, established under this project’s management structure will develop a TOR for an Expert National Consultant in Sierra Leone (as a senior advisory level role), and recruit such position with the approval of the Project Board Committee to be seconded as the project’s advisory support to the RSLAF’s Policy Review Committee as its member. The National Consultant will be responsible for the secretarial work of the Policy Review Committee i.e. the consolidation of feedback on the necessary changes to be made across the targeted RSLAF policies, moderate the regular meetings of the Policy Review Committee in RSLAF (10 meetings) and finalize the drafts of the targeted policies for the final review and approval of the Policy Review Committee and the Ministerial Endorsement at RSLAF. In addition, to enhance an inclusive approach to the policy review process, the consultant along with 1 member of the RSLAF Policy and Strategic directorate will conduct regional consultations with RSLAF brigades stationed in 5 regions across Sierra Leone’s administrative areas,⁹ with especially women officers stationed in these regions, but also brigade leaders and ranking male officers to have a consultative approach to policy review. 1 national level consultation will also be held with the broader RSLAF leadership from all directorates and departments (including from 5 regions) as a residential workshop for 2 nights / 3 days to be organized in Western Area Rural (penuselar region) to have their full attention and inputs to finalize the drafts of the policies. This will include all members of the Policy Review Committee (10 nos. including project National Consultant) and leadership of RSLAFs relevant directorates, departments and brigades / units (15 nos.) from across Sierra Leone. A final endorsement of the policy drafts will take place at the RSLAF ministerial headquarters as a 1-day event –

⁸ As per the GEWE Act 2020, the RSLAF will be required to support and promote women to have at least 30% women in leadership and decision-making roles.

⁹ Northwest Province: A province in the northwest part of the country, created in 2017 from the Northern Province; Northern Province: A province with its capital in Makeni; Southern Province: A province with its capital in Bo; Eastern Province: A province in the country; Western Area: A region that includes the capital city of Freetown (regional unit is located outside of Freetown).

where the final policies are endorsed, accepted and promoted by the leadership of the RSLAF for further dissemination within the armed forces and across all brigades and units.

The RSLAF has committed to popularize all revised policies across all their brigades and units through their existing gender directorate and gender focal officers as part of their institutional and long-term efforts to promote and implement policy reforms to enhance and promote women's participation and leadership in the Armed Forces¹⁰.

Thus, under this activity, the project will,

- In the first 6 months (0-6): support the establishment of Policy Review Committee and its membership through the RSLAF Ministerial Order and Inter – Ministerial request for appointment of focal points from the Ministry of Gender. The Project Technical Team will simultaneously develop the TOR and bring onboard the National Consultant, who will be seconded to the RSLAF Policy Review Committee on behalf of the project.
- In the next 12 months (7-18): the Policy Review Committee with the support of the National Consultant will hold 10 regular progress update meetings in RSLAF headquarters, 5 regional consultations across five regions, 1 – three day working workshop for finalizing the drafts (penuselar region) and 1 final validation and endorsement activity in RSLAF ministerial headquarters.
- In the consecutive 6 months (19-24): The Project Technical Committee will support the printing and publication of the endorsed RSLAF policies and hand them over to the RSLAF gender focal officers for use in long term dissemination and awareness raising efforts across all brigades and units.

The National Steering Committee on the WPS 1325 for the country national action plan for Sierra Leone is constituted by the Ministry of Gender, ministerial representatives from all government ministries and CSOs. They are consistent and constant in gender mainstreaming efforts and promoting women's leadership across the government. This activity will be followed up by the Ministry of Gender – as part of its support to the security forces on enhancing gender mainstreaming noting the specific needs of the security institutions and as part of implementing priorities identified by the NAP III (2024 – 29) for Sierra Leone. The monitoring and oversight of the implementation of all revised policies by RSLAF (which will be in a period beyond this project) will be up taken by the Ministry of Gender, in close collaboration with RSLAF, to continue the government level gender mainstreaming efforts within the purview of WPS 1325 in Sierra Leone and the NAP III (2024 – 29) priorities. The GEWE Act 2020 also requires such coordination and ministerial level reviews to meet its targets of 30% women's representation in the Armed Forces.

Output 2: Pool of eligible women in RSLAF for deployment in peace operations increased. (Issue Areas 1, 2 & 5)

2.1: Logistical support to the Peace Mission Training Center (PMTTC) to upgrade living areas suitable for women's residence and enhance trainings on competency skills for women needed for UN peacekeeping and operational effectiveness in the military.

Narrative description:

- Component 1: Upgrades to Peace Missions Trainings Center (PMTTC) for women designated living spaces, to support in residence trainings for women officers:

RSLAF currently has close to 950 women personnel¹¹ in the entire Armed Forces in different ranks and roles. However, women already in ranks and positions at RSLAF have limited access to even basic training facilities to ensure a basic level of awareness on IT, UN Peacekeeping and driving skills. A main barrier identified in Issue Area 1 of the MOWIP assessment for RSLAF, is that “women do not access training opportunities at the same rate as men

¹⁰ See activity 3.3 for more description of RSLAF Gender Focal Officers.

¹¹ See Annex C for the total number of RSLAF personnel, disaggregated by gender.

for career growth skills.”¹² The RSLAF has identified that the lack of training facilities and residences available for women during the training period is a hurdle to support women’s participation in career trainings.

In this regard, the Peace Missions Training Center (PMTC) of the RSLAF is the primary facility where officer level training is made available to all personnel from RSLAF.¹³ At the PMTC, currently there are no facilities for women to train as there are currently no women friendly residential spaces for longer term residence while women undergo officer level trainings in greater numbers. The career level trainings are needed for women to promote them into RSLAF’s leadership positions as well – which has also been identified as a barrier by the MOWIP assessment i.e. Lack Women in senior leadership roles and limited access to trainings (Issue Area 1). Please refer to the Additional Note 1 on PMTC’s current facilities to review the status of PMTC buildings and the lack of provisions for women to undergo officer / career trainings in PMTC.

Thus, the RSLAF has committed to designate a specific area – for an upgrade of facilities to allow women to access currently ongoing career (officer level) trainings and leadership trainings for men – that have allowed them to be promoted to higher ranks in the military.¹⁴ By designating a section of the PMTC to facilitate women’s residence, the RSLAF will support access to ongoing career level trainings for more women officers.¹⁵ Additionally, the PMTC also wishes to conduct trainings for women officers to prepare them for future deployments, both for UN Peace Operations and African Union missions. Thus, the PMTC also would like to conduct trainings for women officers to prepare them for peacekeeping missions and support the development of their skills and knowledge necessary for peacekeeping in addition to the overall enhancement of their skills for logistical and operational roles in the RSLAF. (Note: See Additional Note No. 1 from PMTC on what courses will be included for trainings women for enhancing their preparedness for UN peacekeeping. See Additional Note no. 2 for joint training courses to prepare women for UN Peacekeeping and operational readiness and skills building for within RSLAF).

This activity will invest in conducting simple repairs to a section to be designated for women at the PMTC. The RSLAF has provided additional information through an additional information sheet – additional note no. 3, along with pictures of the status of the facilities available in PMTC. Of the 18 training billets (living quarters) are available, only 4 are in good condition and the remaining 14 require repairs. **However, this project will focus on repairs to only 6 training billets (of a total of 18 = 1/3rd) that will be upgraded and designated for use by women officers.** The repairs will include wall painting, fixing broken windows, leaking roofs, refurbishing toilets, setting up bedding mattresses and related facilities for women. The concrete structure of all 6 billets continues to remain strong and requires cosmetic structural repairs with connection to electricity and water reestablished. Each billet is designated to hold 30 beds (see additional note 2). Thus, because of this project, the refurbishment of 6 billets with all living, ablution and sanitation facilities will allow for 180 women to be occupied and trained at the PMTC at any given point in time. There are currently 4 water borewells available, of which only 1 has been functional. **3 borewells will be repaired through the support of this project, of which 1 borewell will be fully connected for the use of women’s billets. In addition, the women’s billets will also receive water supply from the pipeline drawn from Hastings Dam (see Additional Note 2) which is currently fully operational. All 6 billets for women will also be supported with 5000 litres overhead water tanks to store water, and 5 KW solar packages (inclusive of battery and back up storage) for each of the 6 billets designated for women.** All installations and maintenance in this regard will be completed by the RSLAF maintenance and engineering (civil engineering) units. The role of UN women office will be limited to procuring the items needed for these upgrades and delivering them to the PMTC – to assure quality and quantity of materials procured through the Project Technical Committee jointly developing the BOQs and with the Project Board’s approval for the procurement process.

¹² RSLAF MOWIP Report @ p. 10; November 2022.

¹³ PMTC has in the past hosted officer level trainings for both cadets and civilians for leadership in RSLAF. See: <http://www.thesatellitenews.com/index.php/en/other-news/723-rslaf-ends-cadets-training-at-hastings-peace-mission-center>

¹⁴ See the news article above to understand the nature of trainings ongoing at the PMTC.

¹⁵ PMTC has in the past hosted officer level trainings for both cadets and civilians for leadership in RSLAF. See: <http://www.thesatellitenews.com/index.php/en/other-news/723-rslaf-ends-cadets-training-at-hastings-peace-mission-center>

- Component 2: Upgrades to PMTC Training Facilities to increase trainings for women officers:

Upon the completion of upgrades to the PMTC, the center is expected to conduct Trainings focused on enhancing women personnel's knowledge and skills on UN peacekeeping as well as Military Career Development Trainings that include modules on military planning and operational planning, leadership for military – team management and conflict resolution, leadership in complex operational environments, basic engineering, survival skills for field operations, basic engineering, basic medical response and intelligence trainings. (Please refer to Additional Note 1 and 2 for the detailed list of trainings & modules included that will be undertaken for women officers of RSLAF through PMTC).

The career trainings required by women officers in RSLAF and to develop UN Peacekeeping skills and competencies, have generally been limited in the past. The RSLAF MOWIP Assessment, under Issue Area 5 notes: “There is not a difference between deployed men and women in terms of their access to peacekeeping training at the national training center. There is a significant difference between training access for men and women overall. At the national peacekeeping training center, non-deployed men were more likely to report having received training. 31% of non-deployed men had received training in this location, while only 4% of non-deployed women had done so.”¹⁶

Additionally, the same Issue Area 5 analysis of the RSLAF MOWIP assessment notes that: “Peacekeeping training is not currently offered as an in-service training in Sierra Leone, though 16% of personnel report they have received in-service peacekeeping training in the past. There is a slight gender discrepancy, but it is largely determined by peacekeeping experience.”¹⁷ This thus reinforces the fact that the lower deployment of women into peacekeeping from RSLAF is also accompanied by the lower trainings rates for women officers to prepare them for both in- service as well as peacekeeping trainings, allowing them to meet the deployment criteria as per the analysis in Issue Area 2. Issue area 5 further analysis suggests that the RSLAF does not have the current capacities for supporting formed contingents¹⁸ and thus there is a need to improve trainings, with specific skills and capabilities.

Under Issue 2 (Deployment Criteria) analysis, the MOWIP reports highlights three main barriers¹⁹:

- *Many personnel do not clearly understand what tests and examinations they must pass for deployment as either an observer or as part of a battalion.*
- *Many personnel do not have driving skills, computer skills, language proficiency or a passport.*
- *There are no opportunities for low-ranking men and women to deploy as part of a battalion.*

This finding redirects the efforts of the RSLAF and PMTC to enhance competency-based trainings, related to UN peacekeeping and jointly Military Career Development Trainings, specifically targeting women officers of the RSLAF to enhance the pool and deployment of women officers from RSLAF to peacekeeping operations but to also increase their military skills and capabilities for operational and command roles for leadership within the RSLAF. Under Issue 2 analysis of the MOWIP report, it is also noted skills such as IT Skills, Computer Skills and Driving Skills are some of the critical components for Military Observers & Staff Officers – while not mandatory for contingency deployments. Additionally, these skills are necessary for Military Career Development i.e. leadership of units and battalions, management of units especially in conflict resolution and team building, intelligence and analysis, and movement of armed trucks and vehicles.

This project will equip the PMTC to conduct IT training and driving lessons, as part of the Military Career Development Training courses (see the list of Trainings in Additional Note 2). This will include the procurement of 10 desktop computers, equipping 5 out of a total of 14 Lecture halls available in PMTC with 250 desks and chairs (50 per lecture hall), white boards for lecture halls, projectors, and support the repair and maintenance of 3 4x4 vehicles specifically to be designated for training women in driving skills and partial support for fuel maintenance of these vehicles. In equipping these training arrangements, the project will assist the PMTC to expand the provision

¹⁶ At pg. 40 of the RSLAF MOWIP Report.

¹⁷ At pg. 43 of the RSLAF MOWIP Report.

¹⁸ At pg. 44 of the RSLAF MOWIP Report.

¹⁹ At pg. 19 of the RSLAF MOWIP Report.

of in-service trainings to both male and women personnel, with a dedicated attention on building IT skills and driving skills for women. Findings from Issue Area 2 analysis of the RSLAF MOWIP Report suggests that only 18% of noncommissioned women officers and 30% of commissioned officers believe they meet the driving test requirements.

By enhancing operational and command skills, both relevant to the UN and the Military tactical trainings, the PMTC seeks to support the RSLAF in enhancing women officers' skills and capabilities both for future peacekeeping deployments and for training of women officers for their operational integration into tactical roles within RSLAF. Through the refurbishment of 5 lecture halls, this project is expected to support training courses for both men and women on a regular basis at the PMTC. Additional resources such as white boards, air conditioning and solar packages will also help run the lecture halls for all trainings staff at PMTC – men and women. However, IT and driving skills trainings will be focused on enhancing skills for women officers in addition to their regular training with male counterparts.

Activities under Output 2 are expected to:

- *In the first 6 months (0-6):* The Project Technical Committee under this project which consists of project and technical focal points will prepare a detailed list of procurement items (BOQ) and in coordination with the UN Women procurement team develop a procurement plan and submit to the procurement team to complete all procurement of items. (for quality assurance and standards please see below in this document, reference made to procurement standards that will be assured).
- *In the next 6 months (7-12):* The civil engineering and maintenance team of PMTC, will install all procured items and make the 6 billets and 10 lecture halls along with IT room and the 3 designated vehicles for driving lessons all working and ready for trainings.
- *In the subsequent 12 months (13-24):* PMTC with its existing training staff will complete trainings for at least 300 women (150 per batch as 6 billets with 30 beds can accommodate a maximum of 180 women) in 2 batches of 6 months each to train them alongside other men (male targets are not established at this moment and will be established closer to training and will include male officer numbers in all quarterly & annual reports submitted to this project) as in – service training on UN Peacekeeping and Military Career Development (see Additional Note 1 and 2 for the list of modules included in this training). The conduct of trainings is not budgeted for this project but is considered as regular work performed by PMTC. The trainings are monitored under this project to show the results or the impact of the physical upgrades made to PMTC facilities both for the residence of women personnel and for the training facilities extended to women officers.

Output 3: Retention for women personnel strengthened through improved health care, and effective reporting mechanism on SGBV (Issue Areas 1, 4 and 10)

3.1: Conduct a gendered needs assessment that identifies the specific health challenges of women personnel that will be translated into an action plan for further implementation²⁰ by RSLAF.

Narrative description:

The RSLAF MOWIP Assessment under Issue Area 1 analysis identifies that “Women Do Not Feel Their Health Care Needs are Adequately Met or Their Lives are Equally Valued.”²¹ Of the various concerns expressed by women officers, including, lack of specialized healthcare (oncology for breast cancer), lack of medical care for injuries sustained from tactical and other operations during the course of the performance of military duty, sensitivity of HIV treatment and the need for women officers to receive healthcare support for intimate and STDs from female medical

²⁰ This project is focused on the completion of the healthcare needs assessment and developing the Action Plan based on the recommendations of the assessment. The RSLAF and Government of Sierra Leone will uptake the implementation of the Action Plan with priority initiatives further through the identification of additional resources i.e. government based, or another international donor support available in Sierra Leone.

²¹ At pg. 15 of the RSLAF MOWIP Report.

practitioners only, and in general the absence of efforts to value women officers' lives across all healthcare concerns have all been listed as a primary barrier to the retention of women officers in RSLAF.

In response to this high priority barrier identified and the relevant recommendation from the RSLAF MOWIP Assessment²² this project will support the conduct of a Healthcare Needs Assessment for identifying and prioritizing action on behalf of the RSLAF on what specific areas of healthcare needs can be prioritized. This activity will include the following elements of focus:

- *In the first 6 months (0-6): The Project Technical Committee will draft a TOR to procure the services of an experienced consultant through UNW's hiring processes.*
- *In the next 12 months (7-18): This consultant will be supported by the medical team at RSLAF in partnership with the Ministry of Health of the Government of Sierra Leone to assess the health care needs of the women personnel in RSLAF. Consultations will be held with key stakeholders for developing the assessment tool and a suitable methodology that can be agreed with the RSLAF. A team will be identified within the RSLAF and the Ministry of Health (MOH) to carry out the assessment across all units and brigades. A validation workshop will be conducted to ascertain the findings of the report. It is to be noted that the MOH has in the past conducted several public health assessments with the help of other UN agencies such as WHO and UNFPA to better prepare the country's national health planning and response needs. Thus, this activity will rely on the advisory role of the Ministry of Health²³ in identifying the relevant methodology for this Healthcare Needs Assessment focused on RSLAF. The Healthcare Needs Assessment will focus on the needs of both women and male officers – as recommended by the RSLAF MOWIP Assessment Report.²⁴*
- *In the final 6 months (19-24): Organize a Roundtable Discussion with the medical committee of RSLAF and the Ministry of Health will be held to discuss the report outcomes and recommendations and to build possible partnerships in the implementation of the assessment findings which will be transformed into an action plan with a clear accountability and monitoring framework in place for RSLAF to implement. The result of this roundtable discussion is a clear 3 to 5 Year Action Plan for the RSLAF to implement priority healthcare needs with advisory support from Ministry of Health and in coordination with other UN entities as well as Government of Sierra Leone support and possible bilateral South – South / South – South Triangular cooperation frameworks that will be explored following the discussions at the roundtable event.*

3.2: Advocacy Campaign to promote a career for female medical practitioners (female doctors) with the RSLAF Medical Services who could potentially deploy with contingents in the future (where necessary and as per statement of unit requirements).

Narrative description:

Currently the entire military has only 5 female doctors and 144 female nurses, and 31 male doctors and 174 male nurses.²⁵ As the need to support the recruitment of more medical practitioners is evident in the case of RSLAF, this project will embark on a parallel two-pronged approach to spread awareness and generate more interests among the female medical students in Sierra Leone to consider a career serving in the RSLAF Medical Services.

- *Advocacy Campaign to increase career recruitments of women health practitioners to the RSLAF Medical Services team: an advocacy campaign session at a key medical institution in Freetown²⁶ - to encourage young female medical graduates for their enrolment in the military medical services upon graduation. These sessions will be sharing information on how the military medical system works, what are the benefits and support provided by*

²² At pg. 83 of the RSLAF MOWIP Report.

²³ Please see the past assessments from the Ministry of Health such as: [NATIONAL HEALTH FACILITY ASSESSMENT ON AVAILABILITY OF REPRODUCTIVE HEALTH COMMODITIES AND SERVICES IN SIERRA LEONE, 2019](#); [UNIVERSAL HEALTH AND PREPAREDNESS REVIEW \(UHDR\) NATIONAL REPORT OF SIERRA LEONE NOVEMBER 2023](#); and [NATIONWIDE SURVEY OF HEALTH FACILITIES](#) as a few examples to demonstrate the capability of the Ministry of Health to demonstrate their advisory support to the RSLAF Healthcare Needs Survey.

²⁴ At Pg. 83 of the RSLAF MOWIP Report.

²⁵ RSLAF Medical Directorate.

²⁶ Sierra Leone has only 1 medical college awarding full medical degree named [College of Medical and Allied Health Sciences \(COMAHAS\)](#), situated in Freetown. A medical degree course is a 6 year course in Sierra Leone for graduation.

working with the military and how to sign-up to the RSLAF medical services after graduating from medical school – as educative information shared with medical students. This session will be followed by a sign-up session for final year students who are interested in joining the RSLAF medical service upon their graduation. This activity has been planned to be undertaken in the following steps:

- In the first 3 months (0-3): The Project Technical Committee will draft a TOR and recruit a National Consultant through UN Women to come on board the project and guide the discussions and design of the Advocacy Campaign Materials.
 - In the next 6 months (4-9): The design process of Advocacy Materials will be led by the National Consultant in close coordination with the RSLAF Medical Services Team and Director, Public Relations Team of Ministry of Defense and the UN Women Country Office Communications Team (where necessary) – to develop a host of materials such as inspirational videos of current female doctors and their experience and message to young girls on joining the RSLAF as a career option, motivational speeches and a short documentary on the lives and journey of the female doctors in action serving on-duty in the military medical teams. This advocacy campaign is expected to inspire the young women to dedicate their lives and join the military medical services to serve their nation with pride and a sense of fulfillment, upon their graduation from the medical college.
 - In the next 12 months (10-21): Three career fair sessions will be organized at the Medical College in Sierra Leone at least three times – once every 4 months – to capture the attention and the minds of the young female students. At the career fair, selected medical doctors from the RSLAF team, including the female director of the Women’s Medical Service in RSLAF will give speeches and remarks and the prepared advocacy materials will be showcased at these events. The National Consultant will lead the event coordination and moderation and will be supported by the full presence of the Project Technical Team and the designated individuals from the RSLAF women medical service team. The intention of these career fairs is to encourage young medical students to directly interact with the RSLAF women medical service doctors and also receive knowledge and information through the advocacy materials prepared showcasing the RSLAF women medical services. This will include the opportunity for medical students to sign up with the RSLAF medical services in future and upon their graduation and the process and procedures to do so.
- A simultaneous and in-parallel initiative under this activity is an incentive-based approach to extend scholarships to a total of 10 medical students, with exceptional academic performance, and in Year 5 of their medical college degrees who will be moving to Year 6 during the time duration of this project. This approach seeks to increase the opportunity to RSLAF to identify women medical doctors who wish to pursue their careers to military medical services. This is a pilot approach and has not been tested previously and is being implemented with the assurance from RSLAF to include the 10 students as doctors in the RSLAF medical services payroll as a long-term strategy to increase the number of women medical doctors in the RSLAF. This activity will be undertaken in the following steps:
 - In the first 3 months (0-3): the Project Technical Committee will develop a detailed call for scholarship announcement – with details of the application process including a standard form if necessary, and the selection criteria, the selection committee who will make the final decision and other relevant details. The announcement will also ensure details / procedure of the commitment (return of services commitment) required by the medical students in joining the RSLAF medical services, and the details / commitments of the RSLAF in ensuring that the medical students who join the RSLAF will be on the payroll of the medical services receiving a monthly salary and job security as other medical staff against the appropriate government pay scale.
 - In the next 6 months (4 – 9): The RSLAF will advertise the call for scholarships and receive applications from students in their 5th year of medical studies. Evaluation of the applications will be undertaken as per the preset criteria established in the advertisement. Selection of the final candidates will be undertaken by the selection committee, with support from the Project Technical Committee and the final list approved by the Project Board Committee. The announcement will be made public with the final names of the students who will receive the scholarship from the medical college in their final 6th year.
 - In the event that this project begins implementation by March 2025, the final list of scholarships will be announced only by the end of year 2025. This will be the most appropriate time as the 5th year students will

be moving into their 6th year only by March 2026. While during the lifetime of this project i.e. two years from March 2025 – 27, the successful students will be able to join the RSLAF medical services by March 2027. Any understanding of the long-term benefits of this activity will be undertaken by the UN Women Sierra Leone country office beyond the life of this project, who will continue to engage with the RSLAF beyond the length of this project as the in-country UN partner to the RSALF.

3.3: Conduct training and awareness raising on SGBV prevention and response mechanisms and strengthening the referral reporting pathways within RSLAF with a focus on independent reporting mechanisms and further case management.

Narrative description:

The RSLAF MOWIP Report identifies that there are Gender Focal Points²⁷ and a Gender Directorate in RSLAF that is responsible for the addressing the gender gaps in the RSLAF and ensures more participation by women, gender mainstreaming, women’s empowerment, equal opportunity, and prevention of Sexual and Gender Based Violence (SGBV) within RSLAF.²⁸ The MOWIP report identifies as a priority barrier that RSLAF wants to address as that, “There is no independence of the reporting mechanisms within the institution for harassment and other misconduct (Issue Area 10)”²⁹

Thus, pursuant to these findings from the MOWIP report and in addition to the fact that the SGBV reporting system is paper based, which restricts access to all personnel – men and women located in all units and brigades outside Freetown and serving in remote areas of the country, the RSLAF would like to pilot a digital SGBV reporting platform to support the Gender Directorate in better responding to the issues surrounding SGBV and misconduct in the RSLAF. Additionally, the project will conduct specialized training for all gender focal officers including the joint provost unit who investigate all misconduct issues related to SGBV within the military. It is to be noted that this is supported by a finding in the MOWIP report that suggests: “By sex, 82% of men and 79% of women would be willing to discuss inappropriate conduct with a supervisor, while 5% of men and 12% of women would be unwilling.”³⁰ It is further to be noted that the existing RSLAF SGBV policy already provides for an adequate case investigations, disciplinary inquiry and grievance redressal procedures. Also, as per the existing SGBV policy, the Gender Focal Points will reach out to the survivors to identify adequate support measures for additional health support (physical & mental), and protection from retaliation. This activity is therefore focused on strengthening the first step of the SGBV policy on reporting – so as to strengthen the reporting measures and to ensure a suitable tracking system for the Gender Directorate to track progress in case response rate, as currently due to paper-based reporting there is no tracking system to ensure that all cases receive necessary response and attention from gender focal officers.

Accordingly, this activity will be implemented as follows:

- *In the first 3 months (0-3): The Project Technical Committee will develop a TOR for a suitable vendor to be identified through UN Women procurement processes to develop a harmonized SGBV case reporting system (digital reporting platform) and case management system that aligns with the government’s reporting standards and supports the development of a digitalized data gathering approach for SGBV cases. The TOR will be approved the Project Board Committee prior to advertisement and procurement.*
- *In the next 3 months (4-6): The Project Board approved TOR will be advertised on UN Women procurement systems to identify and contract a suitable vendor as a supplier. The contract will be awarded and managed through the UN Women country office in Sierra Leone.*
- *In the next 6 months (7-12): The vendor / supplier will report to the Project Technical Committee on the progress and development of the digital reporting and case management system. The vendor / supplier will*

²⁷ The term Gender Focal Points and Gener Focal Officers are used interchangeably. Please see Additional Note 3 for full information on Gender Focal Points, and their role.

²⁸ At pg. 4 of the RSLAF MOWIP Report.

²⁹ At pg. 3 of the RSLAF MOWIP Assessment.

³⁰ At pg. 63 of the RSLAF MOWIP Assessment.

work directly with the RSLAF Gender Directorate and through the RSLAF project focal point receive access to the RSLAF premises and required focal points to be able to design the adequate reporting system and user interface required to work on multiple digital platforms such as through website, smartphones and basic mobile phones (for individuals who do not have smartphones).

- *In the next 3 months (13-15):* The harmonized digital case reporting and case management system for SGBV cases will be tested for operational purposes across all RSLAF – through the existing 72 gender focal points who are spread across different units and brigades in different geographical locations. Gender Focal Points will be trained on how to use the digital case reporting and case management system by the vendor / supplier and how to fill the case reporting forms online and using different interfaces. The 72 focal points will be provided access to work through the digital system with the case details that are already available with them during the workshops and in paper-based formats. The system will also be tested to see how the tracking of cases can be reviewed from the Gender Directorate in the RSLAF headquarters. The vendor / supplier will also resolve any challenges that can be identified during this test period.
- *In the next 3 months (16-18):* The harmonized digital case reporting and case management system for SGBV cases will be piloted across the country and RSLAF, through the 72 gender focal officers. The gender focal officers will conduct awareness sessions in their designated locations where their units or brigades are located. They will sensitize a limited number of personnel in their locations on how to use the digital reporting and case management system. They will report back to the Gender Directorate and the vendor / supplier on all challenges faced by RSLAF personnel in using the different user interface developed. The vendor / supplier is expected to make changes for the database based on the feedback provided.
- *In the next 6 months (19-24):* The digital interface will be rolled out to all the RSLAF personnel through the continued engagement of the Gender Focal Points. The final design of the digital reporting will be publicly available for access of all RSLAF personnel. The case management system will only be accessed by the Gender Directorate and the Gender Focal Points. The Gender Focal Points will be responsible to spread awareness and provide support in addressing any queries about the digital reporting platform. The Gender Focal Points will encourage all RSLAF personnel to use on the digital platform to submit case reports. The case tracking responsibilities through the case management system will remain with the Gender Directorate in the RSLAF headquarters and holding Gender Focal Points accountable for case investigations and adequate follow-up will also be monitored through the Gender Directorate in RSLAF headquarters.

Considering the timeline of this activity, any monitoring of the long-term benefits of this activity will be undertaken by the UN Women Sierra Leone country office beyond the life of this project, as the office will continue to engage with the RSLAF beyond the length of this project as the in-country UN partner to the RSLAF.

Linkages with national security sector reform (SSR) and governance:

- *How is this project aligned with institutional action plans or gender policies, legal commitments or a national action plan on Women, Peace, and Security?*
- *How will this project and its projected outcomes link into, and support national security sector policies?*
- *What partnerships will the project involve? I.e., Civil Society Organisations (CSO); Research Institutions; Ministries, UN Organisations?*

The project is aligned with the country's newly developed National Action Plan (NAP III) (2024 – 29) for the implementation of UNSCR 1325, the groundbreaking Gender Equality and Women's Empowerment Act of 2022 and the United Nations Convention on the Elimination of all forms of Discrimination Against Women adopted in 1979, which was ratified by SL in 1988. Additionally, this project makes an effort to enhance the RSLAF's policy framework as well as strengthen the implementation of the RSLAF Gender (Equal Opportunities), Fraternalization, and Sexual Harassment Policies – to strategically address the institutionalization of the independence of the reporting mechanisms within RSLAF for reporting and managing harassment and other misconduct (Issue area 10), but also enhance the gender sensitive policies across other administrative and internal SOP / guidelines formulated in the RSLAF (Activity 1.1).

This project reflects a commitment to gender equality, and the empowerment of women within the security sector institutions (SSI) aligning it with the new commitments made in the NAP III which emphasises on the need to adopt /review laws and policies that integrate a gender perspective into peace and security at all levels, by also ensuring that the security sector is more inclusive, representative, and responsive and actively engaging women in decision-making roles, leadership positions, and operational tasks within the SSIs (Security Sector Institutions). It further re-emphasises building the capacity and knowledge of women within the SSIs to be in a capacity to lead and compete with their male counterparts at all levels. (Activity2.1).

Moreover, increasing the participation of women in peacekeeping missions aligns with the broader goals of security sector reform by promoting accountability, transparency, and respect for human rights. It helps address systemic discriminatory practices, biases, and gender stereotypes within the security institutions. This approach not only enhances the operational capacity of the security forces but also strengthens civil-military relations and promotes a culture of respect for women's rights and contributions. Also, of significant national importance here is that Sierra Leone that was a recipient of a UN peacekeeping mission (UNAMSIL) between 1999 to 2006, is committed to enhance its contribution to global peace operations efforts to contribute to international and regional peace and security by learning from its own past experiences.

The project will seek to establish new inter-governmental partnerships for the Ministry of Defence / RSLAF in Sierra Leone, by working closely with the Ministry of Gender by working closely with their representatives to strengthen and enhance the gender policies of RSLAF. While the Gender Policy is currently operational and was initiated in 2023³¹ the same is to be updated within three years and this project will support the comprehensive review and update to the Gender Policy along with other additional policies for the RSLAF, through the direct support of the Ministry of Gender. Another inter – government partnership that this project seeks to support is with the Ministry of Health for the purposes of identifying priority health care needs for women (& men) personnel of the RSLAF and developing an action plan to address the identified priority needs. This project will also develop a partnership with the Medical University in Freetown, Sierra Leone to advocate for more female medical students to join the military medical services. This will be undertaken through a Memorandum of Understanding between the RSLAF and the Medical University to support advocacy campaigns in the form of career fairs at the medical college and the provision of 10 scholarships for the Year 5 to Year 6 students.

[Part Four: Project Implementation Strategy](#)

Implementing Strategy

This section should describe how you will implement the project and how it will achieve the overall results. You should also identify any unintended consequences that may result from the project and identify measures to mitigate against them.

- *What are the barriers or issues that your project is designed to address - what are the underlying or root causes of these issues?*
- *How will the proposed activities address these barriers?*
- *Describe how the activities will contribute to changes towards achieving gender equality within the security institution.*
- *What changes do you expect to see following the implementation of the project and its activities?*

The Project Description section of this project document has already identified the list of activities and the priority barriers from the RSLAF MOWIP Report of 2022 that the identified activities seek to address. This section will respond to an understanding of how the activities from the Project Description section will contribute to achieving gender

³¹ See the RSLAF Gender Policy provided as additional documentation for review. The final clause of the policy requires a review within 3 years i.e. before 2026 for update and

equality within the RSLAF and the changes that are expected to be witnessed following the implementation of this project and its activities.

The Republic of the Sierra Leone Armed forces (RSLAF) has undertaken a series of interventions to increase the meaningful participation of female personnel in UN peacekeeping. In 2009, the Force conducted a gender audit³² to identify gaps affecting gender mainstreaming in the RSLAF and gender representation in peace operations and in 2022 conducted the MOWIP Barrier Assessment. The MOWIP assessment identifies key barriers and proffers recommendations in addressing those barriers, key issues being addressing the lack of women in senior leadership roles (with lack of access to trainings being one of the underlying reasons for why women are unable to assume / promoted into leadership roles) – Issues Area 1 which directly affects the eligible pool of women in RSLAF available to deploy to UN peace operations, Health issues that make retention of women officers difficult, including childcare and pregnancy³³ related issues (Issue Area 1 and 4), and lack of independent reporting mechanisms for harassment and other misconduct (Issues Area 10).

In addressing the finding on the lack of women in senior leadership roles, this project takes a two-pronged approach. **The first approach is the strengthening of RSLAF institutional policies and commitments in line with the National Policy Framework.** Herein the proposed Activity 1 will work to establishing a Policy Review committee in the RSLAF that is guided by its own focal points, along with additional oversight from the representatives of the Ministry of Gender **to review and realign institutional policies** to achieve the 30% representation of women across the RSLAF. This activity also realizes some of the commitments under NAP III (2024 – 29) for Sierra Leone that advocates for the full participation and inclusion of women in all forms of leadership within peace building processes. In addition, this activity will also **review other policies in RSLAF** related to the matters related to Gender (Equal Opportunities), Fraternalization, Sexual Harassment Policy; other administrative instructions / orders specifically related to female body – specific uniforms and uniforms that accommodate pregnancies among women (early phase), female shoes and religious / traditional clothing within the uniform designs³⁴; **review / oversight of administrative orders** to strengthen women’s representation in promotion boards and training selection boards (especially to increase women’s access to career trainings in SL and internationally and **establish a quota system** for women to be nominated for every training)³⁵ and additional policy framework on promotion and long term career growth for women through peacekeeping trainings and upon return from deployments to any peace operations; and finally **specific policy recommendations** relevant to Issue Area 4³⁶ i.e. purposeful and formal inclusion of women within discussions of maternal and family policies which disproportionately affect women, supporting childcare for infants and young children – including the identification of a room / spaces for women to nurse, ensuring that personnel understand leave policies and amending leave policies to reflect the needs of families / work – life balance.

The second approach is in addressing the specific finding on the lack of in – service training opportunities for women³⁷, that helps their promotion into senior and leadership positions within the RSLAF. Output 2 is committed

³² The Gender Audit was conducted by the Ministry of Gender and the full report while currently not available, allowed for the development of the first RSLAF gender policy thereafter. The work on increasing women’s numbers in RSLAF began way back in 2004 as noted in the RSLAF MOWIP Report as follows: “Following the UN’s 2004 request for all contingents to increase the number of female peacekeepers, RSLAF began working towards this goal. RSLAF still intends to increase the numbers of women within peacekeeping missions, though they have lacked necessary resources at times.” (@ pg. 59 of the RSLAF MOWIP Report). Additionally, publicly available information represents that in the year 2010, there were a total of 300 women in the army from a total troop strength of 8,500 (3.5%) [See: <https://www.globalissues.org/news/2010/10/30/7440>; last accessed October 31, 2024].

The MOWIP Report also records the steady increase in numbers of women in the RSLAF including in combat functions, as follows: “As of 2018 and 2019, women made up 10-11% of personnel in the country’s 11 combat units. These numbers have increased since 2009, when women only made up 4% of personnel in combat units. On average, 15% of personnel in battalions are women, and the average number of women in battalions has increased since 2009, when only 3% of personnel were women.” (@pg. 12 of the RSLAF MOWIP Report).

³³ As noted in the above sections of this project document, the issue of childcare and reproductive healthcare is supported through UNFPA in Sierra Leone. In consultation with UNFPA, it has been determined that this barrier will be addressed by UNFPA’s own work with RSLAF and will not be addressed through this project.

³⁴ RSLAF MOWIP Report @ p. 18; November 2022.

³⁵ RSLAF MOWIP Report @ pp. 16 - 17; November 2022. Currently there are no affirmative action or quota policies in place to ensure women are granted opportunities to take career courses some of these limitation in access to training opportunities between men and women, have serious repercussions on women’s abilities to rise in rank especially considering the challenges women faced in navigating their way through ranks. The proposed project will embark on advocacy at the highest command level to influence policy shift on the limitation of the time gap needed for women to attend those career courses which can increase their chances of promotion.

³⁶ RSLAF MOWIP Report @ p. 33; November 2022.

³⁷ Please see Page 9 of this project document to understand the training needs as identified by the MOWIP assessment, and how the PMTC seeks to addresses those training needs. The Training modules to be delivered by the PMTC already include leadership trainings under the Military Career Development Trainings (Refer to Additional Note 1 and 2 in this regards).

to **supporting the training facilities for the PMTC maintained by RSLAF**. The RSLAF MOWIP report specifically identifies³⁸, the discrepancy in access to training opportunities extends to in-country training opportunities. Activity 2.1 specifically actions the key recommendations³⁹ to develop skills needed for peacekeeping missions through **training opportunities with quotas** for women, increase awareness about the skills needed for deployment, and vehicles used for training and testing driver's should accommodate all heights, so that all personnel can improve driving skills – with a specific focus on improving facilities at the PMTC to extend these trainings specifically for the women personnel in RSLAF. Additionally, by incorporating these trainings at officer level trainings for PMTC (Military Career Development Courses as outlined in Additional Note 2) this activity will also address the lack of career advancement efforts within RSLAF and skills building exercises dedicated to women. The project acknowledges that there will be no procurement of vehicles and other large equipment in line with the EIF Operations Manual. The procurement of other items required to upgrade facilities for women to receive long term trainings in PMTC i.e. **water tanks and electricity for rooms through solar installations and repairs / upgrades to 6 women billets**⁴⁰ are to be designated for women only, and by **equipping the training rooms with desktops** specifically for women to learn IT skills and other reporting based skills, and including the defensive driving mechanisms by the refurbishing of vehicles – will be jointly managed by the Project Technical Committee (described below) with technical specifications from RSLAF, but procured through UN Women. The refurbishment of 5 lecture halls with desks and chairs (50 in each hall and 250 in total) is meant for the **joint benefit of training men and women jointly in the PMTC**. This is specifically done, considering a finding in the MOWIP Report that suggests, “Due to efforts to increase women’s participation, some men feel like women are favored.”⁴¹ The refurbishment of lecture halls and the IT equipment will be used jointly by men and women, however the RSLAF has made a commitment to ensure 300 women with no past history of in service / career trainings will receive full training – including IT and driving to demonstrate the immediate results of the upgrades to the training and living facilities in PMTC. The training for 300 women (and for men whose numbers are to be identified closer to the trainings) will be undertaken by the PMTC directly.

The **efforts under Output 2 will collaborate with the efforts of Output 1** in reviewing policy frameworks for the career advancement of women officer training in PMTC (as well as for those who wish to redeploy to peace operations upon return from deployments) thus **enhancing a holistic approach to adopting measures for promoting women to higher roles in RSLAF**. The project will strengthen the capacity gap of at least around 300 RSLAF women officers⁴² with the aim of increasing more ranking women officers to be able to gain skills and capabilities for future deployment as Military officers and Staff Officers, but also to be able to deploy as part of troop contingents if necessary and as per deployment forecast data provided in Annex D of this document. The Military Career Development Trainings and the UN Peacekeeping Trainings in PMTC (see Additional Note 1 and 2) will focus on developing the relevant skills relevant for UN peace operations deployments (as identified under Issue Area 2) in addition to the officer trainings already available with PMTC that will enhance their readiness for selection to peacekeeping deployments, but also support their career growth opportunities to the best extent possible through in service trainings.

In **addressing the barriers related to women’s health issues** that make retention of women personnel officers difficult, including childcare and pregnancy related issues (Issue Area 1 and 4) several women noted that **women’s healthcare needs are not adequately met**, which makes them feel as if they are not valued as highly as their male colleagues. Access to women specific healthcare needs (*including treatment for breast cancer, treatment for injuries sustained from tactical and other operations during the course of the performance of military duty, sensitivity of HIV treatment and the need for women officers to receive healthcare support for intimate and STDs from female medical practitioners only, and in general the absence of efforts to value women officers’ lives across all healthcare concerns*) through **RSLAF’s female doctors is limited and can only be accessible at national level (RSLAF ministerial headquarters)** with women in brigades located at hard-to-reach locations unable to access the medical services completely. This influences the motivation to remain in the armed forces for women personnel coupled with the very

³⁸ RSLAF MOWIP Report @ p. 17; November 2022.

³⁹ RSLAF MOWIP Report @ p. 19; November 2022. (Issue Area 2 on Deployment Criteria)

⁴⁰ Overall, in the MOWIP report there is a finding that “Barracks and toilet facilities are not separate for men and women, which leads to concerns for women.” (@ pg. 10 of the RSLAF MOWIP Assessment Report). However, this finding is also applicable to the situation in PMTC which is an essential training center for RSLAF.

⁴¹ RSLAF MOWIP Report @ p. 10; November 2022.

⁴² 300 women officers are being targeted for training in the life cycle of this project as 6 training billets with 30 beds in each billet are available to accommodate women in training at PMTC (6*30=180, reduced to an approximation of 150 per training); and two such trainings are scheduled for year 2 of this project.

small number of female medical practitioners available within the force.⁴³ Currently, RSLAF only have 5 female doctors and 144 female nurses for responding to the needs of women's healthcare needs. **Through this project the RSLAF seeks to undertake two simultaneous approaches to increase the number of female doctors at RSLAF.**

First, the RSLAF will put together an advocacy campaign under this project to attract the attention of more young women medical students to consider joining the RSLAF medical services after their graduation from medical school. The project will support the development of the advocacy campaign materials and the same can be used by the RSLAF even after the life cycle of the project to run career fairs in the medical university to encourage female medical students to join the RSLAF Medical services. This project will further build alliance and partnership with medical cooperation and the government health care institutions to strengthen and provide relevant technical and logistical support to enhance the capacity of the RSLAF medical personnel. Policies that guide and protect women maternal and reproductive health care will be advocated for such as maternity uniforms for pregnant women that will be designed to ease the working conditions of pregnant personnel to enhance their productivity, through Output 1 of the project.

Second, the project will support an incentive-based approach by offering scholarships for at least 10 students to join the RSLAF medical services after graduating from medical school. The selection criteria which is good academic records and the willingness to sign an agreement to join the RSLAF medical services after graduation. In turn the RSLAF will promise a tenure track, allowing these doctors to be fully absorbed into the RSLAF after a set number of years of service.

Finally, in strengthening the independent and formalized reporting mechanisms within the RSLAF for cases of harassment and misconduct (Issue Area 10), this project aims to strengthen the institution's work culture and inspire confidence of both men and women to feel safe and protected as they serve in the armed forces. The RSLAF has recently taken strict action against harassment and misconduct. This includes the development of the Policy against Sexual Harassment, appointment of 72 Gender Focal Points who are tasked by the RSLAF Gender Policy to spread awareness and provide reporting channels to all RSLAF personnel to file complaints and raise their voice against perpetrators. However, despite these efforts – challenges remain due to a history and culture of sexual violence in the country and pursuant to the civil war.⁴⁴ Through Activity 3.3, the project will **support the development and ownership of a digital reporting system** by RSLAF to ensure independent and confidential reporting of cases by survivors and more importantly institute a case tracking system for the Gender Directorate to follow – up with cases on investigations, and protection from any form of retaliation by ensuring adequate attention is provided to all complaints. **Currently, due to paper-based reporting, the cases are not being tracked and followed through to investigations and appropriate actions.** The institution of a digital system is intended to enhance accountability and action taken by the RSLAF on cases reported for SGBV. The project will **conduct specialized training for all gender focal officers** including the joint provost unit who investigates all issues related to SGBV within the military and manages the cases in an accountable and transparent manner. The RSLAF believes in the development and ownership of a digital tool to strengthen the reporting and case management system in this regard. Similar digital case management / case reporting system is currently in use in SL for cases of child protection and referral mechanisms through UNICEF and the Government of Sierra Leone. The Government of Sierra Leone has approved and is currently implementing the [National Digital Development Policy of 2022](#), that specifically sets out to decrease the gender divide in digital access and use. There are ongoing efforts to increase public digital infrastructure⁴⁵ and hence strengthening the independent and formalized reporting mechanisms within the RSLAF for cases of harassment and misconduct would go a long way to enhance confidence and promote zero tolerance towards harassment and abuse within the Armed Forces. The system will also promote case management and ensure regular follow-up until fully redressed.

Eventually through the implementation of this project, the following are the outcomes / results expected to be seen within the RSLAF:

⁴³ See pg. 11 of this project document on the MOWIP Barrier Assessment findings on women's healthcare needs. In specific, the matter on reproductive healthcare needs

⁴⁴ See: <https://www.thesierraleonetelegraph.com/the-military-can-only-be-safe-when-it-becomes-a-rape-free-environment/comment-page-1/>; Last accessed on January 15, 2025.

⁴⁵ <https://projects.worldbank.org/en/projects-operations/project-detail/P177077>

- **Development and Implementation of Gender-Responsive Policies**⁴⁶ that:
 - Promote women's leadership and decision-making roles.
 - Improve women's daily work experiences within the RSLAF.
- **Support for Women's Career Growth**, including:
 - Enhanced training facilities.
 - Specific training opportunities aimed at preparing women for deployment in peace operations.
 - Policy updates to incentivize women's participation in peacekeeping.
- **Identification of Health Conditions** affecting female personnel, leading to improved healthcare facilities tailored for women officers.
- **Increase in the Number of Female Medical Professionals**, through targeted advocacy and outreach, to better meet the medical needs of women in the armed forces.
- **Strengthening Institutional Work Culture** by:
 - Promoting the reporting and follow-up of harassment and misconduct cases.
 - Implementing standardized, accessible digital reporting systems to enhance accountability and transparency.

The project is designed to address barriers to enhancing the role, participation, and leadership of women in the RSLAF and their deployment to peace operations. Noting that the MOWIP report identified a perception among men that special measures taken to improve and strengthen the role of women could be seen as biased.⁴⁷ The project will mitigate these unintended consequences, by supporting the activities that includes the engagement of men, both as beneficiaries and as champions of women empowerment. In specific, male leaders of RSLAF will be engaged under Output 1 as champions of Policy Review for women's empowerment as well as men who are Gender Focal Officers in RSLAF will be equally engaged in all activities associated with the training on SGBV reporting mechanisms as well as in follow up of investigations cases. The SGBV digital reporting and case management system will enhance strict action on the part of the RSLAF to all cases (women and men). Additionally, with the enhancements being made to the PMTC, the facilities are then available for use by women (6 billets reserved for women), but 10 lecture halls and IT facilities can be used by both men and women. This reduces any serious backlash from men suggesting that efforts are made only for women and instead increase joint working relations between men and women both.

Innovation

- *Describe how the proposed activities are innovative within your security institution*
- *What is new or different in your proposed approach that has not previously been applied in your security institution?*

This project proposes a few innovative initiatives, with specific reference to RSLAF in repositioning women within the Armed Forces of Sierra Leone.

- To prioritize healthcare for women, this project will first conduct a needs assessment of where the most needed healthcare requirements are among the female personnel of RSLAF and additionally seeks to generate awareness and engagement with female doctors in the medical field, by providing scholarships to 10 female medical students in their final year. The project seeks to incentivize the commitment of female medical students to join the Armed Forces medical system in Sierra Leone, enhancing longer term investment in having more female doctors within the Armed Forces. This will be undertaken through a partnership between RSLAF and Medical University through a Memorandum of Understanding.
- For the RSLAF, it will be an excellent opportunity to strengthen its policies / SOPs and Workplace Harassment / Sexual Harassment efforts – by establishing the Policy Review Committee with representatives from the Ministry of Gender. As a defense institution the RSLAF has been traditionally closed off to any intervention by other ministries or departments of the government, and thus allowing the civilian oversight and presence of the Ministry of Gender representatives in reviewing the policies and SOPs – as well as in supporting the management and oversight of the Gender Focal Officers as a network with substantive revisions to confidential sexual harassment reporting through a digital reporting and case management system with civilian oversight from the Ministry of Gender is a first step to

⁴⁶ 4 policies and 1 Action Plan listed in Project Description section of this Project Document @ p. 6 above.

⁴⁷ RSLAF MOWIP Report, @ p. 10; November 2022.

promoting transparency and accountability, not just for cases from within the RSLAF but also for cases from the Conduct and Discipline Unit of the DPO i.e. related to peacekeeping deployments from RSLAF.

These initiatives are being piloted for the first time with the Sierra Leonian Armed Forces and are thus innovative in the context of the Sierra Leonian Armed Forces. The initiative to strengthen Sexual Harassment Complaints Reporting and Case Management system and allowing the grievance redressal mechanism to be overseen by the involvement of the Ministry of Gender for civilian oversight, using a digital platform which is also innovative, as a long-term investment of this project to improve the accountability of the Armed Forces not only internally but also for the RSLAF deployments to UN Peace Operations, possibly setting an example for all T/PCCs.

Sustainability

- *Explain concretely, the actions your security institution will take to ensure that the project outcomes and activities that are implemented through this project, will continue to be supported and realised in the medium to long term - beyond the project's implementation, duration, and funding.*

The overall project is centered on inclusivity and sustainability of the project is anchored in ensuring national ownership and leadership of the RSLAF in implementing all activities. This project builds on the achievements of the RSLAF in prioritizing gender equality goals for the Armed Forces in Sierra Leone and through strategic activities that allow for milestones and achievements in gender quality to be met even beyond the life cycle of this project.

Under Output 1, this project will establish a Policy Review Committee with RSLAF and the Ministry of Gender to strengthen institutional reforms within the Armed Forces to promote the priorities of GEWE 2022 in Sierra Leone. This Steering Committee is different to the Committee that will be established to oversight this project. By allowing the Ministry of Gender to be a part of the policy reforms process, the RSLAF is committed to institutional reforms for gender equality and additionally being accountable to National Gender Framework. Additionally, the RSLAF has committed through this project to popularize and spread awareness on the policies and SOPs that are approved by the Policy Review Committee for implementation across all units and brigades, demonstrating the long-term commitment towards gender equality within the Armed Forces. The policies will be publicly made available by the RSLAF increasing commitment to transparency and accountability to the public of Sierra Leone in understanding the gender priorities for the RSLAF, allowing CSOs and citizens to hold the RSLAF accountable to their own policies.

Under Output 2, this project will support and strengthen the facilities available at the PMTC to capture the interest of women RSLAF officers to engage and train for peacekeeping missions. The provision of water supply (through refurbishment of borewells which will continue to supply water beyond the life of this project and through regular maintenance from PMTC⁴⁸ and electricity(through the installation of 5kw solar panels – 6 nos. with storage and backup facility) to enhance daily living conditions as well as the procurement of computers (fixed desktop computers) to enhance the IT skills of women military officers and the review and update of training materials to match the CPTMs' standards – will continue to strengthen the quality and number of women being trained for peace operations on behalf of the RSLAF. PMTC commits to UN Women that they will continue to manage the upkeep of the training facilities in the medium to long term. The refurbishment of vehicles for defensive training will allow for the vehicles to remain in PMTC even after the duration of this project – this will ensure the process of preparing female personnel for peacekeeping as well as for active combat operations, and the RSLAF will commit to identify new ways to procure vehicles for future training of women personnel (including, bilateral foreign donor engagement or special budgetary requirements). RSLAF will provide a commitment letter to UN Women to use the refurbished vehicles only for defensive driving classes for women and additionally produce the Vehicle Log Sheet / Time Sheets to Monitoring Team to demonstrate their commitment to train women officers in driving classes. The Training Courses in PMTC (see Additional Note 1 and 2) are regular training courses developed, managed and owned by PMTC and the modules already have sufficient trainers at

⁴⁸ Hastings in Sierra Leone is a Tropical Monsoon Weather Climate and receives about 500 mm of rain annually which recharges the ground water regularly. (Source of Information: PMTC in Hastings). Thus, the borewells will provide water supply as a regular source of water supply in the PMTC facility.

the PMTC to upgrade the modules from time to time. Thus, PMTC will be relying on already established training curriculums and upgrade them as a part of PMTC's own initiative for enhancing trainings for peacekeeping and for Military Career Leadership qualifications at the PMTC.

Through Output 3, this project enhances an understanding of the healthcare needs that as per the MOWIP report has been a factor in the high rate of attrition among women personnel in RSLAF. Understanding and triaging the medical facilities and healthcare needs of women personnel in RSLAF will help address this strategic finding from the barrier assessment as one of the barriers to women personnel's experience in the Armed Forces. The activities proposed i.e. the healthcare needs assessment survey – with a further Action Plan for the RSLAF and jointly with the Ministry of Health demonstrates the long term inter-governmental cooperation within Sierra Leone to ensure national mechanisms are working conjointly to address national issues. This effort will go a long way to ensure that the Armed Forces and the national health ministry will jointly address measures to help strengthen healthcare needs for women personnel. Additional activity includes the cooperations with the international medical organizations in Sierra Leone for training of medical personnel in emergency trauma response, with the best know – how and global best practices, which are not known of or practiced by the RSLAF medical sections. Finally, by setting up a harmonized reporting mechanism (digital reporting platform) that aligns with the government's standards and with sufficient training of all Gender Focal Officers from the Gender Directorate of the RSLAF to manage and run this platform for the future, the activity will allow for the long-term strengthening of the complaints / reporting mechanism and additionally hold the RSLAF accountable to grievance redressal on reported cases – not only within the Armed Forces but also for Conduct and Discipline cases notified by the UN.

Project Management, Oversight and Coordination

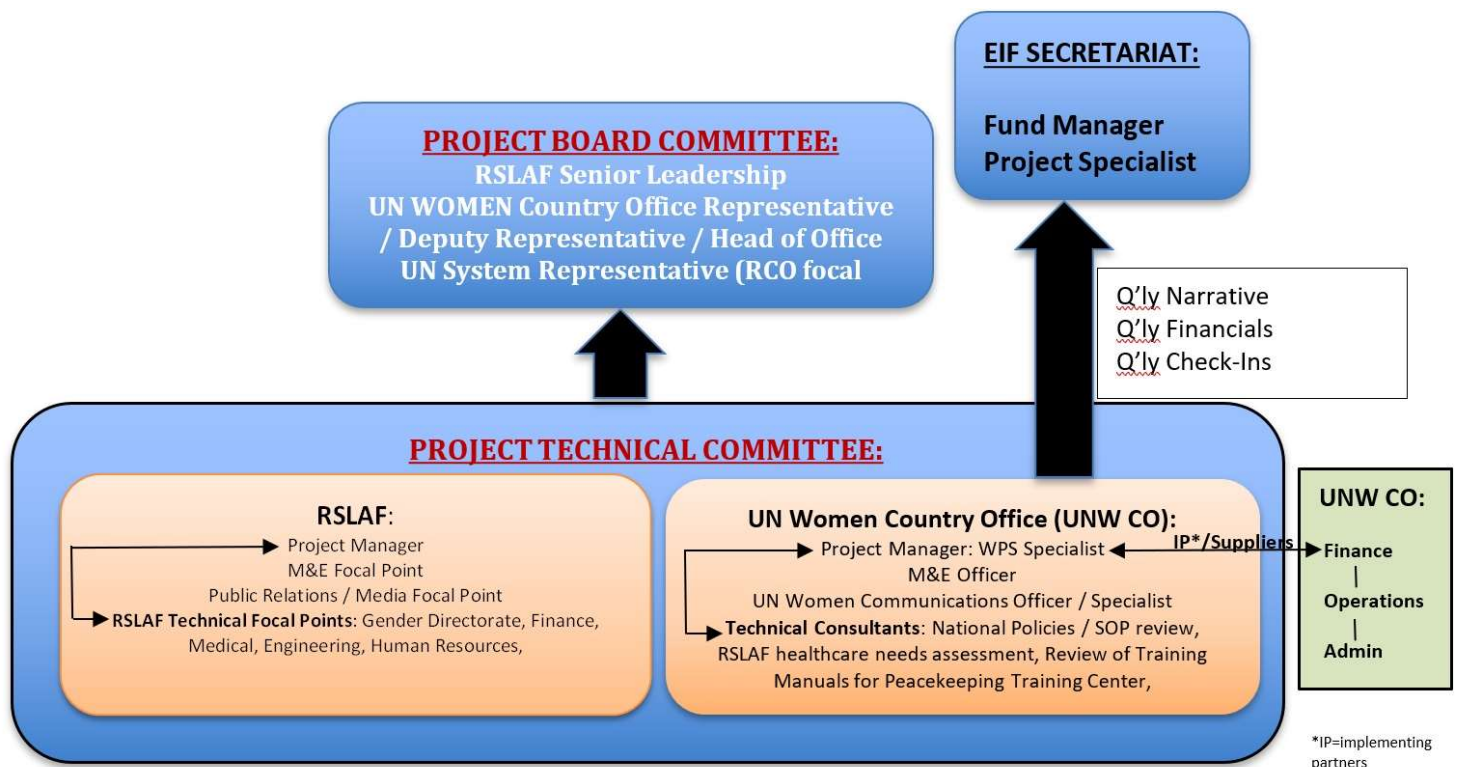
- *Describe the project management structure and responsibilities*
- *Describe your organization's capacity and strength to ensure this project is successfully implemented.*
- *Explain how information concerning the project will be managed, including project results, financial and budgetary documentation, and imagery.*
- *Include an **organogram** showing the relationships between the project management team, project implementation committee, project partners and key stakeholders*
- *How will you ensure that the project management team will include women and men with strong skills in project management, narrative and financial reporting, budgeting, Excel, communications, and monitoring and evaluation?*

All aspects of the project will be coordinated and monitored by a project board committee and project technical committee respectively.

Project Board Committee: This team will provide strategic oversight and direction during project implementation. It provides leadership in ensuring project quality and assurance in the delivery of the set goals, outcome, and outputs of the project as well as addressing political aspects and other bottlenecks that the project may face during implementation. It will consist of senior commanders at the highest level in the RSLAF, including any female member with the highest rank, in addition to the Head of Office for UN WOMEN in Sierra Leone and any other representative nominated by the UN system (RCO). This committee will also be the final decision maker at the country level in Sierra Leone on all decisions related to the project, that requires approvals at the Government and UN leadership levels. The Project Board Committee will meet on a quarterly basis, as well as on ad – hoc basis, to review decisions and approvals that are needed for the implementation of the project. The Project Board Committee will meet in every ~~alternate~~ quarter and will specifically review project financial status, agree on results achieved and update the risk management log and review and approve the list of activities for each quarter as identified under the ~~6-month project~~ Annual Work Plans prepared by the Project Technical Committee for action in the next six months.

Project Technical Committee: This comprises the technical experts and project managers, designated to support the implementation of the project from both RSLAF and UN Women Country office in Sierra Leone. This team will be responsible for the day – to – day project planning, implementation, monitoring and evaluation, reporting, and

communicating the successes of the project. The team will meet on a monthly and sometimes bi-weekly to review project progress and challenges and advance the next steps. The UN Women designated programme specialist will lead in providing technical and coordination guidance in consultation with RSLAF on the project implementation. All Implementing Partners, Consultants and Suppliers identified by UN Women under this project will be reporting directly to the Project Technical Committee through the UN Women Programme Specialist. In addition, the Project Technical Committee will prepare Annual Work Plans as per standard UN Women Country Office programme management efforts, with regular reviews in each quarterly Project Board Committee Meetings – including the details of the project activities to be implemented, adequate budget allocation for those activities, monitoring plan, results sought to be achieved from the project results framework, procurement plan, and human resource needs – all adequately detailed and presented for approval by the Project Board Committee.



The UN Women Country Office (UNW CO) Technical Team in Sierra Leone will also be responsible for the Quarterly narrative and financial reports submitted to the EIF Secretariat and the necessary Check – in Meetings.

In specific the Women, Peace and Security Specialist at the Country Office will be the Project Manager (charged 50% of their time to this project budget) for this project and will coordinate with all focal points within the UNW CO (charged 50% of their time to this project budget) to ensure that the project implementation is running smoothly and in accordance with UN WOMEN Quality Assurance Standards. UNW CO will follow the UN WOMEN Policy, Procedure and Guidance Framework (UNW PPG) to identify the relevant programme partners (implementing partners) and procurement needs (Suppliers and Vendors) as required throughout the course of the project. Additionally in procuring goods and services for RSLAF PMTC, the Technical Committee will jointly prepare the procurement list of items and BOQ (Bill of Quantities) for repair and installation services with necessary technical specifications and inputs from the RSLAF technical focal points (engineering section) and to be reviewed by the Finance and Procurement Officers in UNW CO to ensure that all requests meet the standards set by UNW PPG. The Annual Work Plan prepared by the Project

Technical Committee will include a detailed Procurement Plan for work to be undertaken throughout the year as suggested in the above description of the sections included in the Annual Work Plan.

This project will be implemented directly (Direct Implementation Modality) by the UNW CO in Sierra Leone and no fund transfer will be made to the RSLAF.

Project monitoring, reporting and data management.

Noting the EIF’s project reporting, monitoring and evaluation requirements described in Part 11 below, describe your approach to project monitoring, reporting and data collection and storage.

- *What is the monitoring and evaluation plan for the project?*
- *What steps will you take to keep track of your project's progress?*
- *What kind of data will you collect to show the contribution and results of your project?*
- *Describe where and how you will keep all the information and data related to your project.*
- *How will you make sure that your project reporting aligns with the Elsie Initiative Fund’s requirements?*
- *How do you plan to use the information you collect to improve your project and foster learning and the development of good practices (what works / what doesn't work)?*

The project results framework is fully aligned to the [Elsie Initiative Fund’s Monitoring and Evaluation Framework](#) (EIF MEF). The project is fully aligned to the Outcome 3 of the EIF Results Framework i.e. “Increased pool of uniformed women eligible to deploy as UN peacekeepers.” Aligned to this outcome, the project has developed its own results-based targets and indicators against the activities proposed under all three outputs of this project. This project has been designed with a Theory of Change that addressed the highest priority barriers identified by the Barrier Assessment on RSLAF using the DCAF MOWIP methodology which was completed in 2022.

In line with the Results Framework established for this project, the monitoring efforts for the implementation of this project will be led by the UNW CO Monitoring and Evaluation Focal Point (UNW CO M&E Focal Point) (50% charge to this project), working closely with the UNW Project Manager and within the scope of work of the Project Technical Committee. The monitoring and tracking of project results will be undertaken jointly by UNW CO colleagues and RSLAF project focal points under the Technical Committee, and as agreed upon by a Monitoring Plan that will be put in place at the inception of the project.

This main aspects of the Monitoring Plan for this project will include:

Monitoring of Activities and Results and Means of Verification / Data Sources:

Working jointly with RSLAF, the UNW CO M&E Focal Point will lead the planning of both **activities based** and **results-based** monitoring against all indicators. At the **activity level**, this will include assigning role and responsibilities for developing activity-based reports (e.g. meeting minutes, workshop reports, committee reports, advocacy / outreach sessions report etc. for every event and accompanied by quality geo tagged photographs with event locations). These activity-based reports will be compiled through mutually agreed templates and formats between UNW and RSLAF. They will be accompanied by attendance sheets of participants and compensations made for participant at the events. For **results-based** monitoring, RSLAF and UN Women will agree upon the collection of data that is in line with the results-based indicators as follows:

<p>1.1 Review relevant existing policies to advocate for the promotion of gender-transformative initiatives in compliance with the GEWE (Gender Equality and Women’s Empowerment Act 2022 of Sierra</p>	<p>Evidence /Monitoring of Results:</p> <ul style="list-style-type: none"> - Number of Policies gendered and approved by the RSLAF. 	<p>Data Source:</p> <ul style="list-style-type: none"> - Final Copy of Policies / SOPs approved by RSLAF for printing and publishing on the government website.
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<p>Leone) and the National Action Plan 1325 (NAP III)</p>	<ul style="list-style-type: none"> - Number of Units and Brigades that receive awareness on the new gender responsive policies / SOPs (disaggregated by sex, location, age for direct reach) - Changes in practices and procedures within RSLAF as a result of the gender sensitive policies / SOPs 	<ul style="list-style-type: none"> - Awareness Session Activity Based Reports - Surveys, FGDs with Gender Focal Officers and women officers in different units and brigades (random samples) on changes in attitudes
<p>2.1: Logistical and technical support to the PMTC to increase the number of female personnel in the eligible pool for UN Peacekeeping Mission</p>	<p>Evidence /Monitoring of Results:</p> <ul style="list-style-type: none"> - Physical Verification of the upgrades and installations made to PMTC. - Number of uniformed women (& men) in RSLAF who train at PMTC and qualify to the pool for deployment to future peace operations. (focus is on women’s training in this project – even though men will be included and be a part of the trainings). - Number of RSLAF men and women trained on WPS 1325, Sexual Exploitation and Abuse (SEA) and gender responsive policies and SOPs of RSLAF. 	<p>Data Source:</p> <ul style="list-style-type: none"> - Joint report of UNW and RSLAF with signatures and approval of the Project Board Committee on the quality of the upgrades and installations made to the PMTC being satisfactorily provided by the project. (with geo tagged photos) - Certified List with name and rank of uniformed women who (a) attended the trainings at PMTC and (b) completed the national assessments (c) actually deployed to peace operations – from RSLAF. Lists will be requested by the UNW Project Manager. - Time Sheets and Vehicle Log Book to ensure Driving lessons and practice for women - Certified List with name and rank from RSLAF – PMTC, requested by UNW Project Manager. - Evaluation / outcome monitoring/follow ups report
<p>3.1 Conduct a gendered needs assessment that identifies the</p>	<p>Evidence /Monitoring of Results:</p>	<p>Data Source:</p>

<p>specific health challenges of women personnel that will be translated into an action plan for further action by RSLAF.</p>	<ul style="list-style-type: none"> - Final assessment report reviewed jointly by RSLAF and Ministry of Health 	<ul style="list-style-type: none"> - Approved / published final assessment report from the RSLAF and Ministry of Health - Joint RSLAF and Ministry of Health - Action Plan to address recommendations of the assessment report
<p>3.2: Advocate for more female medical practitioners (doctors) to join the RSLAF medical services and who could be deployed with contingents in the future.</p>	<ul style="list-style-type: none"> - Advocacy Campaigns for female medical practitioners to join RSLAF Medical Units - Scholarships for 10 final year medical students 	<ul style="list-style-type: none"> - Advocacy Campaign activity reports – with geo tagged photos. - Certified List of recruits to RSLAF post advocacy campaigns, provided by RSLAF. - Academic records and certificate of recruitment from the RSLAF.
<p>3.3: Conduct training and awareness raising on SGBV prevention and response mechanisms and strengthening the referral reporting pathways within RSLAF with a focus on independent reporting mechanisms and further case management.</p>	<p>Evidence /Monitoring of Results:</p> <ul style="list-style-type: none"> - SGBV Digital Reporting System and Case Management for RSLAF for reporting sexual harassment and abuse cases (developed and piloted in year 1 and rolled-out in year 2 of the project) - Training of Gender Focal Officers on the SGBV reporting system - Advocacy Campaigns to use the SGBV reporting system 	<p>Data Source:</p> <ul style="list-style-type: none"> - Number of cases registered by digital system in year 2 of the project (UNW will continue to continue to monitor this beyond the project in compliance with NAP III requirements) - Number of cases resolved with disciplinary measures in year 2 of the project (UNW will continue to continue to monitor this beyond the project in compliance with NAP III requirements) - A public perception survey to be conducted at the end of the project to understand the popularity and response of the RSLAF personnel to the digital system. - Training Session Reports (with geo tagged photos) - Public Media Posts through Facebook, tweeters on the Advocacy Campaigns; numbers

		of information leaflets printed and distributed.
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All monitoring data collected will be managed and stored with the UN Women Office through a dedicated UN Women SharePoint folder. All data will be maintained confidentially and used for project quarterly and annual reporting of results, with a strict do no harm approach and following the requirements of the UN Evaluation Group's Monitoring and Evaluation policy and the UN Women Monitoring and Evaluation policy and guidelines.

During the inception of this project, UNW CO M&E officer will lead the development of a robust monitoring and evaluation framework dedicated for this project – through a joint RSLAF and UN Women session – to allocate roles and responsibilities for data collection and verification, ensuring data management procedures and an evaluation plan which will include a baseline assessment to establish baseline values for the indicators (see project results framework) and an endline evaluation to assess the project performance using UNEG evaluation criteria. All M&E data will be jointly reviewed through verification sessions with the participation of RSLAF and UNW technical committee focal points. All data will be disaggregated by sex and age.

Additionally, the project M&E, RSLAF and other relevant actors will undertake regular joint field visits and spot checks, EIF mid-term monitoring visit to monitor implementation, track outputs data for reporting and learning. UNW will submit and respond to quarterly narrative and financial reporting requirements under the EIF. The project management committee will also undertake quarterly joint monitoring visits throughout the project duration. Data collected from all monitoring interventions will be validated using Data Quality Assurance standards, processed, visualized, and disseminated to the project stakeholders including the technical team and project board committee to inform programme decisions, adaptive learning, produce progress and results reports, as well as communications material to strategically communicate the results and successes as well as learning lessons from the project in Sierra Leone. The project will establish a joint learning plan at the Project Technical Committee, with learning activities including pause and reflection, coordination meetings and data review meetings to regularly review project successes, areas for improvement and recommendations for adaption throughout the project life cycle, which will be presented to the Project Board Committee for approval and implementation.

In addition to the project result-based monitoring UN Women and RSLAF will commission an Endline Independent Evaluation to ascertain relevance, effectiveness, efficiency, coherence, impact, sustainability, and partnership of the project, in line with UNEG norms and standards and relying on the OECD – DAC project evaluation criteria. The evaluation will be led by EIF in consultation with UN Women and RSLAF. The evaluation will establish with a set of questions for each evaluation criteria, standard research methodologies and tools. The report will document actual progress made towards achieving project outcomes and outputs with clear recommendations on best practices developed that can be replicated. The final project evaluation report will be shared with key stakeholders in Sierra Leone, including project partners as well as the international community to generate further interest and support to the WPS 1325 and Gender Responsive SSR initiatives in country.

What partnerships will the project involve? I.e., Civil Society Organisations (CSO); Research Institutions; Ministries, UN Organisations?

- *What partnerships already exist to support your organization to increase uniformed women's meaningful participation in UN peacekeeping?*
- *What additional/new partnerships will this project involve?*
- *How does your security organization propose to continue to build and sustain these partnerships even after this project ends?*

RSLAF and UN Women partnership which is already very strong will further be strengthened during the implementation of this project. RSLAF will continue to benefit from UN Women track record and expertise on Gender Equality

programming in Sierra Leone including leading on CEDAW, Beijing Platform for Action and UNSCR 1325. Importantly, RSLAF can draw from strength as UN Women has supported local women’s participation in conflict resolution and peace processes in Sierra Leone through provision of technical and capacity building support to local women peacebuilders and women’s groups to lead and facilitate development and implementation of National Action Plans on UNSCR 1325 (Sierra Lone National Action Plan on UNSCR 1325 I II & III). In addition, UNW has an established partnership with the RSLAF through the conduct of the Measuring Opportunities for Women in Peace Operations (MOWIP) assessment for the Republic of Sierra Leone Armed Forces (RSLAF) that was conducted in partnership with UN Women in 2022 which has informed the current development of a full proposal development from the Elsie Initiative Fund. Additionally, the project will strengthen the work and coordination between the RSLAF and the Ministry of Gender and Children’s Affairs as the responsible national machinery for the implementation, monitoring and reporting on the GEWE Act 2022. This is especially critical to improve the role of Gender Focal Officers in RSLAF to have support from the Gender Ministry to ensure better accountability of the

New partnerships are expected to be formed through this project for RSLAF with the Ministry of Health and other international and national health and medical institutions working in country as well as other UN agencies with the aim of improving the healthcare needs for women in the RSLAF. This is a first of sort partnership that is being developed for RSLAF – to promote healthcare needs and facilities – while developing long term partnership for the RSLAF beyond the duration of this project to facilitate and receive healthcare needs for women, to promote retention of women personnel as well as improve the life and living standards for women by promoting the deployment of female medical officers with RSLAF deployment teams (which is beyond the direct intervention of this project i.e. deploying medical officers with troop deployments). This partnership is expected to sustain beyond the duration of this project because of the involvement of the Ministry of Health and additional agreements made by the RSLAF with the international and national medical institutions in Sierra Leone. The RSLAF is committed to fully address the barrier on health care needs for women, the lack of which is a contributing factor to the high rate of attrition in the Armed Forces, and hence fully committed to the sustain the partnership with all forms on medical institutions in the country.

Part Five: Gender Strong Unit Premium (complete only if applying for a GSU Premium)

Not applicable

Part Six: Project Results Framework

For T/PCCs only - in the following chart:

- complete the percentages for your security institution in the baseline data cell, for each category.
- indicate the target percentage of women who would be eligible to be deployed by your institution during and post-project implementation in the following three years.

EIF Primary Outcome: Accelerate the pace of change towards the meaningful participation of uniformed women in UN peace operations			
Description	Indicator	Baseline Data	Target
Increased number of uniformed women deployed to UN peace operations	Number and percentage (%) of deployed uniformed women peacekeepers in United Nations peace operations (disaggregated by MIL and POL category) during the year at project commencement, at	2024 (Year at project commencement) RSLAF 6 and 27% [MO] 4 and 67% [SO] 0 and 0% [Troops]	2026 (project completion) RSLAF 17 and 63% [MO] 35 and 70% [SO] 65 and 32.5% [Troops]

	project completion, and two years after project completion		2029 (two years after project completion)
			35 and 70% [MO] 45 and 75% [SO] 100 and 50% [Troops]

Please complete the following Results Framework⁴⁹ table and use Appendix A of the explainer to include EIF standard indicators.

EIF Outcome 3: Increased pool of uniformed women eligible to deploy as UN peacekeepers							
Barrier	Objective	Activity	Output(s)	Indicator/s	Baseline (2024)	Target 2025	Target 2026
Issue Area 1: lack of women in senior leadership roles	1.0 Gender mainstreaming accelerated in the Force Formations/Units	1.1: Review relevant existing policies to advocate for the promotion of gender-transformative initiatives in compliance with the GEWE (Gender Equality and Women Empowerment) Act 2022 and the National Action Plan 1325 (NAP III)	1.1.1: RSLAF policies engendered for the promotion of women’s participation in peace operation	1.1.1.2 Number (#) of RSLAF policies engendered to promote women’s participation in peace operation, disaggregated by type.	0	4 RSLAF gender related policies strengthened and 1 Action Plan to implement these policies developed	0
Issue Area 1: limited access to training opportunities for women at the same rate as men.	2.0 To increase access to training opportunities to enhance readiness for deployment of female personnel in RSLAF.	2.1: Provide logistical support to the PMTC to increase the number of females personnel able to access UN and Military Career	2.1.1: PMTC is equipped with lodging and training facilities to support female personnel in accessing in – service and UN peacekeeping trainings at PMTC	2.1.1.1: Number (#0) of billets equipped for suitable living conditions by the UN with lodging facilities for women officers (commissioned / non-commissioned) to attend trainings in PMTC.	0	6 billed equipped for women in PMTC, Hastings	0

⁴⁹ **BARRIER or ISSUE:** Describe in priority order, the barriers identified in the barrier assessment report, that are impacting uniformed women’s participation in peace operations, that the project aims to address.

OBJECTIVE: What is the objective of the proposed activity - describe what is needed to address or remove the barrier.

KEY ACTIVITIES: Describe the key activities that will be undertaken under each output mentioned above. Several activities will contribute to the achievement of one output.

INDICATORS: An indicator is a statement, either qualitative or quantitative, related to some aspect of the outcome, and allows you to directly measure towards achieving the outcome. It must be specific, measurable, achievable, relevant and time-bound (SMART).

BASELINE: This is the current value of the indicator before starting project and activity implementation

OUTPUT(s): Describe what tangible product(s), deliverable(s) or service(s) will be produced because of completing a project activity. For example, a gender policy development activity will result in 1 gender policy as the output.

TARGET: These are measurable products generated by the key activities (i.e. 20 women soldiers trained to be patrol commanders, 30 senior military commanders trained on the importance of women’s inclusion across all aspects of military leadership, planning and deployment). Several outputs will contribute to the achievement of one outcome.

		Trainings at PMTC		2.1.1.2 Number (#0) of lecture halls equipped by the UN with facilities for RSLAF personnel to attend trainings (men and women) to attend trainings in PMTC.	0	10 lecture halls (with 50 desks and chairs in each hall)	0
				2.1.1.3 Number (#0) of vehicles refurbished and quipped for driving classes for RSLAF personnel to attend trainings (women) to attend trainings in PMTC.	0	3 vehicles to be refurbished and provided to PMTC to conduct driving classes.	0
	2.0 Pool of eligible women in RLSAF for deployment in peace operations increased	2.1: Logistical and technical support to the PMTC to increase the number of females personnel in the eligible pool for UN Peacekeeping Mission	2.1.2 Training is delivered to women to prepare uniformed women to be potentially deploy as UN peacekeepers	2.1.2.1 Number (#) or % of women in RSLAF who successfully complete the officer level (Military Career trainings) with additional courses on IT skills and defensive driving essential for UN peace operations	Women – 0%	0	300 women are trained (out of 987) (30.39%)
				2.1.2.2 Number (#) and % of women in RSLAF who passed national and UN tests to deploy on UN peace operations <i>(disaggregated by those who passed tests and those who actually deploy to UN peace operations)</i>	Women who passed use pre-deployment test data. Women deployed in 2024 – 10 (56%)	0 Women deployed in 2025 – 50 (with a focus on MO / SO) (64%)	Women who passed test – 60% (180 of 300) Women deployed in 2026 – 117 (73%)
Issue Area 1 and 4: Women face health challenges that make the	3.0 Retention for women personnels strengthened through improved health care, and	3.1: Conduct a gendered needs assessment that addresses specific health challenges of	3.1.1 Gender needs assessment conducted, and report produced to address health challenges of female personnel	3.1.1.1 Number (#) of healthcare gender needs assessment conducted	0	1	0
				3.1.1.2 Number (#) of dissemination or learning sessions	In-person – 0	Virtual – 1 (Internal)	In-person – 1 (Internal)

retention difficult. Issue Area 10: No independence of the reporting mechanisms within the institution for harassment and other misconducts	effective reporting mechanism on SGBV (Issue Area 1,4 and 10)	female personnels that will be translated into an action plan for further implementation		conducted for leadership of RSLAF with the Ministry of Health (<i>disaggregated by mode of sessions</i>)			
			3.1.2 Assessment recommendations translated to action points by RSLAF to address health challenges of female personnel	3.1.2.1 Number (#) and % of recommendations from the assessment actioned by RSLAF to address health challenges	0	20%	70%
		3.2: Advocate for the recruitment and training of more female medical practitioners (e.g. nurses and doctors) who could be deploy with contingents in the future	3.2.1 Advocacy campaign for generating more interest from female medical practitioners that include messaging for women to join the Armed Forces Medical Services	3.2.1.1. Number of Motivational Videos of RSLAF medical Doctors produced for the Advocacy Campaign	0	3	0
				3.2.1.2 Number of documentaries produced of existing RSLAF Medical Officers serving military personnel on – duty.	0	1	0
				3.2.1.3 Number (#) of advocacy campaigns launched that include messaging for women to join the Armed Forces Medical Services (by geographic focus)	National – 0	National – 1	National – 2 ⁵⁰
				3.2.1.4 Number of medical students attending the advocacy sessions i.e. career fairs to hear more about a career as female medical doctor in RSLAF	0	50 students	100 students in 2 sessions
				3.2.1.5 Number (#) of women medical students who applied and received scholarships, recruited into RSLAF	0	Applied - 25 Sponsored - 10 Recruited - 0	Applied - 0 Sponsored - 0 Recruited - 10 ⁵¹

⁵⁰ This is only targeted at National Level because there is only 1 Medical School in Serra Leone in Freetown.

⁵¹ Graduates of the previous year scholarships are recruited into the RSLAF Medical Services in the final year of the project.

		3.3: Conduct training and awareness raising on SGBV prevention and response mechanisms and strengthen the digital reporting system within RSLAF with a focus on independent reporting mechanisms and further case management.	3.3.1 Awareness campaigns /events /sessions/trainings on SGBV prevention and response mechanisms are held across all units and brigades	3.3.1.1 Number (#) of awareness raising and campaign activities conducted on RSLAF SGBV prevention and response policies / SOPs, SGBV reporting system (disaggregation by location, products, type of session)	National – 0 Sub-national - 0	National – 1 Sub-national - 1	National – 1 Sub-national - 1	
				3.3.1.2 Number of (a) Personnel of Gender Directorate trained with SGBV digital reporting and case management system (b) Number of Gender Focal Officers in RSLAF trained in digital reporting tool and case management under the harmonized reporting mechanism	0	a) 10 b) 72 Gender Focal Officers	a) 10 b) 0	
					3.3.1.3 Number of men and women reached out to by Gender Focal Officers with information on RSLAF SGBV policies, SOPs and the digital reporting system through the information sharing activities	0	Women – 200 Men – 100	Women – 380 Men - 200
			3.3.2 Digital SGBV reporting and case management system is used widely by RSLAF personnel with a higher rate of tracking and accountability to investigate cases by RSLAF.	3.3.2.1 Number (#) of SGBV cases reported through the harmonised SGBV Case reporting system	0	10	20	
					3.3.2.2 Percentage (%) of RSLAF personnel satisfied with the Digital SGBV reporting system	0	0	25% (Random Perception Survey of 5000 personnel)
					3.3.2.3 Percentage (%) of Gender Focal Officers satisfied with the Digital SGBV reporting system & Case Management System for tracking complaints with actions	0	0	90% (out of 72 Gender Focal Officers targeted in perception survey)

Part Seven: Work Plan Timeline

#	Planned Activities	Project Timeframe in Quarters Maximum – 24 months								Responsible Party/ies	Comments/Additional Details
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
00	Key Activity: Pre-engagement and support activities									UN Women & RSLAF	
00	<i>Supporting activity: official program launching at national level</i>									UN Women & RSLAF	
00	<i>Supporting activity: Programme planning and coordination meetings, learning meetings, consultations, and workshops</i>									UN Women & RSLAF	
1	Key Activity: Review relevant existing policies to advocate for the promotion of gender-transformative initiatives in compliance with the GEWE (Gender Equality and Women s Empowerment) Act 2022 and the National Action Plan 1325 (NAP III)									UN Women & RSLAF / Supporting Ministries	
1.1	<p><i>Supporting activities: Recruit technical consultant to facilitate the assessment and review of RSLAF policies/SoPs/strategic plans in line with GEWE policy/Act, SLINAP and other gender-related policies</i></p> <p>(i) Support the establishment of the Policy Review Committee through an Inter- ministerial order issued by Ministry of Defence with request for support from Ministry of Gender.</p> <p>(ii) Appoint individuals to the Policy Review Committee form RSLAF and Ministry of Gender</p> <p>(iii) Develop a TOR for a National Consultant to support the work of the Policy Review Committee</p> <p>(iv) Recruit the National Consultant pursuant to the TOR approved by the Project Board</p>									<p>(i) RSLAF</p> <p>(ii) RSLAF and Ministry of Gender</p> <p>(iii) Project Technical Committee</p> <p>(iv) UN Women CO</p>	<p>To be approved by the Project Board Committee at the start of Q2.</p> <p>National Consultant will be seconded to RSLAF to support the Policy Review Committee</p>
1.2	<p>Supporting activity:</p> <p>(i) Policy Review Committee to develop its TOR – led by the National Consultant and in consultation with all members of the Policy Review Committee</p>									Policy Review Committee (RSLAF, Ministry of Gender and National Consultant from UNW)	<i>TOR to be finalised and approved in the first month (month 7 of the project).</i>

1.3	<p>Supporting activity:</p> <p>(i) Conduct 10 regular Progress Meetings of the Policy Review Committee</p> <p>(ii) Organise 5 Regional Consultations on Policy Review</p> <p>(iii) Organise 1 – three day working session for finalising the draft of the Policies</p> <p>(iv) Organise a Validation Workshop at RSLAF Ministerial HQ (1. senior management CDS – Colonels; 2. officers & lieutenant & second lieutenant colonel; 3. Other ranks 4. All female personnel)</p>									<p>RSLAF and Policy Review Committee</p> <p>RSLAF and Policy Review Committee</p> <p>RSLAF and Policy Review Committee</p> <p>RSLAF and Policy Review Committee</p>	<p><i>Lead by National Consultant & Logistics by UNW CO</i></p> <p><i>Lead by National Consultant & Logistics by UNW CO</i></p> <p><i>Lead by National Consultant & Logistics by UNW CO</i></p> <p><i>Lead by National Consultant & Logistics by UNW CO</i></p>	
1.4	<p>Supporting Activity:</p> <p>(i) Printing and Publication of the Updated RSLAF Policies</p>										RSLAF and UNW CO	
	<p>(ii) Policy Dissemination and Awareness Sessions on the new updated RSLAF Policies</p>										RSLAF and UNW CO	
2	<p>Key Activity: Provide Logistical support to upgrade Lodging and Training Facilities to the PMTC to increase the number of women personnel trained and available in the eligible pool for UN Peacekeeping Missions</p>											
2.1	<p>Supporting activity:</p> <p>(i) The Project Technical Committee will develop the BOQ – based on the Procurement Plan in the Annual Workplan already approved by the Project Board.</p>										<p>Project Technical Committee (including UNW Country Office Procurement Colleagues)</p>	<p>Month 3 of Q1</p>
2.2	<p>Supporting activity:</p> <p>(i) UNW Procurement Team will procure all items as finalised by the BOQ</p>										<p>UNW Country Office Procurement Team</p>	
2.3	<p>Supporting activity:</p> <p>(i) Undertake all upgrades to the PMTC facilities as defined in the project description</p>										<p>RSLAF's Civil Engineering Team</p>	

2.4	Supporting activity: (i) PMTC to conduct two rounds of trainings as per Additional Note 1 and 2 based Curriculum – targeting 300 women and the number of men targeted to be established closer to the trainings.										PMTC Training Staff and Training School Personnel.	2 rounds of Trainings with each round lasting 6 months each. The cost of Training is not budgeted by this project and is part of PMTC regular work and improves sustainability.
3	Key Activity: Conduct a healthcare gendered needs assessment and develop an action plan to address specific health challenges of female personnels for further implementation											
3.1	Supporting activity: (i) Project Technical Committee to draft a TOR for the recruitment of a National Consultant to lead the Healthcare gendered needs assessment.										Project Technical Committee	
3.2	Supporting activity: (i) UN Women Country Office to complete the recruitment of the National Consultant										UN Women Country Office	
3.3	Supporting activity: (i) National Consultant to complete the Healthcare Gendered needs Assessment in close collaboration with the RSLAF Medical Unit and the Ministry of Health advisors.										National Consultant, RSLAF and Ministry of Health	
3.4	Supporting activity: (i) Conduct a Roundtable Discussion on the findings of the Healthcare Assessment and formulate an Action Plan for further action needed to enhance medical services in RSLAF.										National Consultant, RSLAF and Ministry of Health	
4	Key Activity: Advocacy campaign for a career in RSLAF medical services for female medical practitioners (doctors)											
4.1	Supporting activity: (i) Develop a TOR for the recruitment of a National Consultant to develop an Advocacy Strategy and Materials for the RSLAF to promote a medical career in RSLAF as an option for medical students. (ii) Recruit the National Consultant through UNW Country office										Project Technical Committee & UNW Country Office	
4.2	Supporting activity: (i) The National Consultant will together with RSLAF Medical, Public Relations Team of RSLAF and UNW CO										National Consultant	

	office communications colleagues develop the Advocacy materials, including videos and documentaries.										
4.3	Supporting activity: (i) Conduct 3 career fairs led by RSLAF in Medical University									RSLAF will directly lead the Career Fairs	
4.4	Supporting activity: (i) Develop a Scholarship Announcement with criteria etc.									Project Technical Committee	
4.5	Supporting activity: (i) RSLAF will enter MOU with Medical University for conducting career fairs and providing scholarships to students moving from Yr 5 to yr 6 (ii) Advertise the Scholarship Announcement for students to apply									RSLAF	
4.6	Supporting activity: (i) Scholarship Committee defined in Scholarship Announcement to review applications and announce final list of 10 students									RSLAF	
5	Key Activity: Conduct training and awareness raising on SGBV prevention and response mechanisms and strengthen the referral reporting pathways within RSLAF with a focus on independent reporting mechanisms and further case management.										
5.1	Supporting activity: (i) Project Technical Committee to develop TOR for a suitable vendor for developing the digital reporting and case management system									Project Technical Committee	
5.2	Supporting activity: (i) Contract suitable vendor as supplier									UNW Country office	
5.3	Supporting activity: (i) Vendor / Supplier to develop the Digital system jointly with RSLAF Gender Directorate									UN Women / RSLAF / Ministry of Gender	
5.4	Supporting activity: (i) Train the Gender Focal Officers in using the digital system and test the platform for data entry with existing paper based as pilot									UN Women / RSLAF / MOGCA	
5.5	Supporting activity: (i) Open the digital reporting system for all RSLAF as pilot / test initiative. Gender Focal Officers will conduct awareness sessions across all battalions and units to teach how to file complaints by individuals directly.									UN Women / RSLAF / MOGCA	
5.6	Full operationalisation of the Digital SGBV reporting system and case management. Gender Focal Officers									UN Women / RSLAF / MOGCA	

	will conduct training on how to file complaints and spread awareness to increase the use of Digital SGBV platform.												
6	Key activity: Monitoring and Evaluation												
6.1	<i>Supporting activity: Baseline survey data collection</i>											Project Technical Committee through the M&E Officer	
6.2	<i>Participatory M&E planning and learning initiatives including pause and reflection sessions, stakeholder meetings.</i>											UN Women M&E officer jointly with RSLAF focal points	
6.3	<i>Supporting activity: Monitoring and supervision including project location based monitoring, spot-checks, outcome harvesting, documentation including geo tagged photos and videos etc.</i>											UN Women M&E officer jointly with RSLAF focal points	
6.4	<i>Supporting activity: End of Project Survey: Multiple perception surveys to be conducted for chosen activities to collect final perceptions, changes experienced and / or results achieved through the project's activities.</i>											UN Women / RSLAF	<i>Perception surveys to be conducted through random sampling as well as through targeted interviews for different activities which will form a part of a single End of Project survey.</i>
7	Key activity: Communications, Advocacy and Visibility											UN Women / RSLAF	
	NOTES: - All National Consultants recruited under this project will report to the Project Technical Committee and Project Board Committee on regular basis and will have a direct reporting line to the UN Women Project Manager (WPS Specialist) and shall be recruited through UNW procurement / HR processes.												

Part Eight: Project Communications, Advocacy and Visibility

Outline your communication, advocacy, and visibility plans associated with key project activities. Describe how you will share information, raise awareness, and showcase your project. Your plan should include:

- **Objective(s).** Clearly define what you want to achieve and be precise about the desired outcome(s).
- **Target audience:** Who is your audience? What is their demographic (sex-disaggregated) and what are their communication preferences?
- **Indicators for measuring performance.** Establish your key performance indicators and metrics. Metrics can include website traffic, social media engagement, and survey responses.
- **Key messages, tools, platforms.** Clearly articulate the main points you want to convey; what communication tools you will use (i.e., press releases, newsletters, social media), and choose the appropriate channels based on your target audience.
- **Budget and resources:** Outline the financial resources required including budget for advertising and content creation. Also identify the human resources, skills and expertise needed.
- **Timeframe:** Include a realistic timeline for your communications plan that is aligned with the overall project plan and timeframe, with activities broken down by activity, milestones, and deadlines.
- **Expected outcomes and impact:** What are the expected results of your communication plan? Ensure that the project outcomes are fully aligned with the overall goals of your organization.

Objective: The objective of the communications efforts under this project is to promote the project's activities and influence shifts in thinking and perceptions within the RSLAF as well as in local and national communities. This aims to encourage both men and women to become advocates for gender equality, particularly by highlighting the importance of increasing opportunities for uniformed women in leadership, command, combat, and support roles. The goal is to foster change within the RSLAF, which will, in turn, expand the pool of eligible women for deployment to peace operations, thereby enhancing Sierra Leone's contribution to gender parity in United Nations and other peacekeeping missions.

Target Audience: The target audience for all communications activity under this project will be:

- Citizens of Sierra Leone
- Government (including but not limited to security institutions), civil society and independent institutions of Sierra Leone
- UN and other INGOs and IGOs (EU etc.)
- Political Missions in Sierra Leone – including especially the countries of Canada, USA, UK, Germany and Australia.

Indicators for measuring performance: Performance of all communications activity will be measured and monitored by the UNW CO communications team. Targets **will be established at a later stage**, once the mode of communications and outreach is mutually determined by UN Women and RSLAF, with the agreement of the Project Technical Team, prior to the rollout of each activity. ~~Targets are not being set as the mode of communications and outreach will be determined mutually between UNW and RSLAF through the agreement of the Project Technical Team before each activity is rolled out.~~ A list of possible communications activities proposed against each activity are listed below and subject to further discussion, as the nature of each activity evolves during the project implementation.

Key messages, tools, platforms: This is based on the nature of each activity that this project will undertake. The proposed list is as follows:

Proposed Activity	Key Messages	Communications Tool and Platform
<p>1. Review relevant existing policies to advocate for the promotion of gender-transformative initiatives in compliance with the GEWE (Gender Equality and Women's Empowerment Act 2022 of Sierra Leone) and the National Action Plan 1325 (NAP III)</p>	<p>*Highlight the Partnership between RSLAF and Ministry of Gender – showcasing accountability of the RSLAF to the civilian Gender Ministry.</p> <p>*The review of Policies and SOPs – to promote RSLAF's efforts at promoting women's role and leadership in the Armed Forces to inspire confidence among women of the country</p> <p>* Promote the highlights of the RSLAF approved gender responsive policies and SOPs</p> <p>* Highlight the awareness sessions conducted for all units and brigades within RSLAF on the new policies and SOPs</p>	<p>*Public Statement on the RSLAF & Ministry of Gender Website: UNW to highlight further on its website along with project details. (Social Media posts – Facebook and Twitter)</p> <p>*Social Media posts (FB and Twitter) with photos from Steering Committee – shared by UNW, RSLAF and Ministry of Gender highlighting the important discussion in each session.</p> <p>*Press Statements by RSLAF and Ministry of Gender on the details of the Policies and SOPs reviewed and approved for enhancing gender efforts in RSLAF. Further shared by UNW on its website and social media.</p> <p>* Social media posts (Facebook and Twitter) by the RSLAF and UNW on the highlights of the awareness sessions (random sessions or at least 1 session per region is shared publicly).</p>
<p>2. (i) Logistical and technical support to the PMTC to increase the number of female personnel in the eligible pool for UN Peacekeeping Mission</p>	<p>*Highlight the actual upgrades provided to the PMTC in Hastings and asset transfers made and its importance for the PMTC to promote trainings for women officers.</p>	<p>* Press Statement by the RSLAF on the receipt of all the upgrades to PMTC – acknowledging the contribution of this project – and showcasing the trainings undertaken for women in this facility.</p> <p>*UNW will further share this on their website.</p> <p>*Broadcast a video prepared by the RSLAF media cell on national media.</p>

		<p>* Social Media posts (FB and Twitter) by RSLAF and UNW during and after the installation on promoting the need for the upgrade of PMTC and showcasing how women personnel will benefit with trainings for career advancement through the PMTC.</p>
2. (ii) Updated Training Manuals and Trainings provided to men and women in PMTC	<p>*Highlight the successful career training for women, especially for driving, IT skills and other career courses for RSLAF at the PMTC.</p>	<p>* Social Media posts (FB and Twitter) by RSLAF and UNW on the training sessions for women; and men and women on WPS 1325 and SEA specifically.</p> <p>*Human Interest stories of women who receive trainings from PMTC – their experience and future aspirations for deployment to peace operations and career advancements. UNW will publish this as Blog Posts and Stories on the UNW website.</p>
3. (i) Conduct a gendered needs assessment that identifies the specific health challenges of women personnel that will be translated into an action plan for further action by RSLAF.	<p>*Publish the findings of the Healthcare Assessment findings and recommendations.</p> <p>*Promote the relationships between RSLAF and Ministry of Health and other medical organizations who will support trauma response trainings for existing women medical</p>	<p>*Press release & public event from the RSLAF and Ministry of Health to publish the report and accept the recommendations from the study and the ways in which they will be actioned going forward.</p> <p>*Social media (FB and Twitter) posts from RSLAF and UN Women and other international medical organizations that agree to extend emergency trauma response trainings for female medical personnel in RSLAF who may be willing to deploy in future with troops to peacekeeping.</p>
3. (ii) Advocate for the recruitment and training of more female medical practitioners (e.g. nurses and doctors) who could be deploy with contingents in the future.	<p>* Campaigns at the national and sub national levels</p> <p>*Publicize the scholarship scheme and national and sub national level advocacy to attract more women medical practitioners to join the RSLAF medical teams.</p>	<p>*Social media posts about the campaigns itself – but also using video clips of existing women medical officers in the RSLAF and what motivated them to join the military and to showcase their sense of pride and accomplishments to enhance the interest of women medical students to be driven to join the military. These video clips will be jointly prepared by RSLAF and UNW communications teams. These will also be used on social media posts after the campaigns have concluded.</p> <p>*Announcement of the scholarship scheme in major public medical universities where women are enrolled in their final year. Social Media posts and UNW / RSLAF website posts on the life and journey of the successful candidates and their motivation in committing to join the RSLAF medical services after they graduate medical schools. RSLAF will request national media to relay these human-interest stories through their Media / PR cell and in cooperation with National Broadcast.</p>
3. (iii) RSLAF SGBV reporting system and training and awareness sessions	<p>*SGBV digital reporting and case management system is publicly announced.</p> <p>*Training gender focal officers of the RSLAF on using the SGBV digital reporting and case management system.</p> <p>*Awareness sessions for all units and brigades on using the SGBV digital reporting system and the latest policies and</p>	<p>* Press release and public announcement by the RSLAF on its website through a public post on the development and rolling out of the Digital Reporting and Case management system. UNW will share the same on its website in Sierra Leone. Additional Social Media Posts will be populated jointly by RSLAF and UNW and will include comments from Ministry of Gender on this initiative.</p> <p>*Social Media posts (FB and Twitter) on the training sessions by RSLAF and UNW</p> <p>*Social Media posts (FB and Twitter) on the training sessions by RSLAF and UNW</p>

*Printed handouts and flyers on the policies and SOPs of RSLAF distributed during awareness sessions
 * Video Interviews of Gender Focal Officers and women personnel in the RSLAF on how the SGBV reporting mechanism is a welcome initiative, what the expectations and what changes are being witnessed as a result of the gender responsive policies and SOPs being implemented by the RSLAF. To be Published on RSLAF and UNW websites.

Notes:

1. All communication activities and materials, both by UNW and RSLAF will acknowledge the support of EIF (and will contact the EIF communications focal point to discuss the content and donor names / emblems prior to each event). The EIF Brand – logo and color stipulations will be used across all communications efforts under this project. Links to all communications made public will be tagged to the EIF accounts where available and included in quarterly reporting.
2. 1 designated Focal Point from UNW CO (nominated to the Project Technical Committee) will be in communication with the EIF communications focal point.
3. UNW CO communications team will track all matrices on website, social media and other communications efforts – for both the UNW communication channels as well as the RSLAF (by coordination with their Media / PR cell)
4. Additionally, the Project Technical Committee will track all media (national and local) posts and productions that are publicly aired about any of the activities supported by this project and will add to the monitoring data to be shared with the EIF team.

Budget and Resources: The human resources are required in this regard. Additional costs for publications, printing and public events have been included in the budget. For the development of communications content, including videos and photographs, UNW will use the Country Office resources and RSLAF will rely on its own media and PR cell for quality digital content development.

Timeframe: Communications plan will be implemented for the duration of the project and beyond, i.e. from the inception / kick off events to communicating the positive impacts and results of the project identified by the Endline Evaluation of the project and in the long term, other positive stories coming from the RSLAF’s gender equality efforts beyond the life of this project.

Expected outcomes and impact:

This is fully aligned to the Objectives of the Communications approach and Strategy i.e. as a result of the communications strategy and initiatives undertaken by this project, UNW expects to see “how the EIF funded project” has:

- promoted the RSLAF and the national government’s commitments and efforts to promote gender parity and equality within RSLAF and further in the development of the pool of officers who are eligible to deploy to peace operations.
- Influenced changes in the thinking and perceptions to encourage both men and women to become champions of gender equality in the Sierra Leonian Armed Forces, and
- Changed the local and national perspectives on emphasising the need for increased opportunities for uniformed women in various roles, including leadership, command, combat, and support – first within the RSLAF and as a result of that to improve the eligible pool of uniformed women available to deploy to peace operations and thereby enhancing Sierra Leone’s contribution to gender parity in the United Nations and other peace operations.

Part Nine: Detailed Budget (Annex A – separate Excel template)

All submissions must include a detailed and accurate budget, using the **EIF Microsoft Excel Budget Template**. No other budget templates can be accepted. The **EIF Microsoft Excel Budget Template** and the EIF explainer to guide the completion of the Microsoft Excel Budget Template are available on the EIF Website.

Part Ten: EIF Reporting, Monitoring, and Evaluation Requirements

All project reports are to be submitted using the EIF narrative and financial reporting templates.

Per the EIF Operations Manual (Section 12 – Monitoring and Evaluation), all Fund Recipients in partnership with Implementing Partners, are to provide the following reports to the EIF Secretariat, and to ensure that all data provided is sex-disaggregated and signed by the Fund Recipient, following the schedule below. The EIF will send the report template to the project focal point two weeks before the end of each quarter.

	Q1 Report	Q2 Report	Q3 Report	Q4 Report	Annual Report	Project Closure Report
Reporting Period	1 April – 30 June	1 July – 30 September	1 October– 31 December	1 January- 31March	1 January – 31 December	Project duration
Due Date to EIF	15 July	15 October	15 January	15 April	30 January	Within 3 months of the project closure date. No later than 31 March.
Report Type	- Narrative - Financial	- Narrative - Financial	- Narrative - Financial	- Narrative - Financial	- Financial	- Narrative - Financial
Report Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Quarterly Progress Report - EIF Financial Template	- EIF Annual Financial Report Template	- EIF Project Closure Template - EIF Financial Report Template
Financial Spot Check (T/PCCs only)				The EIF will organize an independent spot-check to be conducted midway through project implementation		
Bank Statements (T/PCCs only)				Where a T/PCC is the fund recipient, the Security Institution must open a separate bank account to receive the EIF grant. The T/PCC is required to provide a copy of bank statements for that account(s) as per EIF financial reporting requirements.		
Certified final financial statements and final financial reports				Fund recipients are to provide certified final financial statements and final financial reports to the EIF/MPTFO within 3 months of the project closure date, and no later than 31 March of the following year.		
Project evaluation				Where required, the EIF will organize an independent consultant to conduct a post-project evaluation.		

Please check the box to acknowledge the reporting requirements above.

Per the EIF Terms of Reference, the EIF is required to conduct a **mid-term monitoring mission** on all projects to determine if current implementation is effective, and a **final monitoring or evaluation mission** to assess whether contributions have had their intended effect, to determine whether results are being or have been achieved and whether contributions have been used for their intended purposes. The EIF will consult with recipient organizations on the scope and conduct of a monitoring mission, with the recipient organisation invited to join.

[Part Eleven: Project Risk Management Assessment \(Excel\) - Annex B \(separate Excel template\)](#)

A project risk management assessment is to be completed and attached as an annex to this PRODOC. Please use the EIF project risk management assessment Template available on the EIF website.

[Annexes](#)

The following Annexes form part of the PRODOC. Each annex must be completed in full and submitted together as part of the MOWIP PRODOC submission to the EIF.

- A. *EIF Budget (separate Excel Template)*
- B. *Project Risk Management Assessment (separate Excel Template)*
- C. *Security Institution Personnel Data (included in this template - see below)*
- D. *Security Institution Deployment Planning Data (included in this template - see below)*