

**Project Title:  
DCAF-WIPSEN Project “Security Sector Reform in West Africa: Strengthening the Integration  
of Gender and Enhancing the Capacities of Female Security Sector Personnel”**

**Contract Number: 8118**

**REPORT  
Strategic Planning Workshop  
For the Association of Women in the Security Sector in Sierra Leone (WISS-SL)  
Venue: Freetown, Sierra Leone  
Date: 27-28 October 2008**

**Submitted by**

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### C. About the Implementing Partners

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

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

#### **D. List of Abbreviations**

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CID	Criminal Investigation Department
CISU	Central Intelligence Unit
DCAF	Geneva Centre for the Democratic Control of Armed Forces
IT	Information Technology
MSWGCA	Ministry of Social Welfare Gender and Children’s Affairs
NFF	National Fire Force
NRA	National Revenue Authority
ONS	Office of National Security
PEST	Political Economic Social and Technological Analysis
PSC	Private Security Company
SLP	Sierra Leone Police
SSR	Security Sector Reform
SSI	Security Sector Institutions
SWOT	Strength Weaknesses Opportunity and Threat Analysis
STEER	Social Technological Economic Environmental and Regulatory Analysis
RSLAF	Republic of Sierra Leone Armed Forces
WIPSEN-Africa	Women Peace and Security Network Africa
WISS-SL	Women in Security Sector in Sierra Leone

## E. Background

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The establishment of an umbrella association for women in the security sector in Sierra Leone is a key deliverable of the WIPSEN-Africa-DCAF joint project on Gender and Security Sector Reform in West Africa. The Association, called '*Women in Security Sector in Sierra Leone (WISSSL)*' was established on 26<sup>th</sup> August 2006, following a training workshop that was organised for female security personnel by WIPSEN-Africa and DCAF.

The WIPSEN-Africa-DCAF joint project commenced in April 2008 and is aimed at "Strengthening the Integration of Gender and Enhancing the Capacities of Female Security Personnel in Security Sector Reform Processes in West Africa. The project has three core strategic objectives: namely to facilitate interactive platforms for women in the security sector; enhance capacities of key parliamentarians, Female Armed Forces and Law Enforcement Personnel and Women's Organizations to Mainstream Gender and Women's Issues into New Security Structures and Operations; and to document and disseminate lessons learned and good practices of integrating Gender into SSR Processes in West Africa. The formation of WISSSL is a direct outcome of the first strategic objective aimed at ensuring functioning interactive platforms for women in the security sector.

The strategic planning workshop for WISSSL which this report recounts fits into the fourth phase of the project implementation. The first, second and third phases of the project featured a needs assessment study, national consultations and capacity building trainings for varied actors. The fourth phase is more a direct response to special requests of beneficiaries, which was not originally part of the project plan. The organisation of this particular workshop demonstrates the openness and flexibility with which the project is being implemented.

The actual organisation of the Strategic Planning Workshop for WISSSL which took place on 27-28 October 2008 at the Stadium Hostel in Freetown, Sierra Leone, was jointly coordinated by the Ministry of Social Welfare Gender and Children's Affairs (MSWGCA). Thirty (30) participants attended the workshop, mainly female security personnel from the Sierra Leone Police, Republic of Sierra Leone Armed Forces, Sierra Leone Prison Services, National Fire Force, the Office of National Security (ONS), Immigration, Anti-drug Enforcement Agency, and Private Security Company (Group 4 Securicom). There was also a representation from civil society.

The main goal of the workshop was to *build WISSSL's institutional capacities for organisational development and strategic planning*. The more proximate and specific objectives are: a) provide WISSSL's members the requisite skills and knowledge in organisational development, including strategic planning; b) to facilitate the development of a strategic plan document for WISSSL that will guide the association's operations in the short, medium and longer-term; c) to equip members with the relevant skills for managing conflict at both personal, intra-group and inter-group levels; d) to provide a platform for a wider membership to collectively review the association's constitution; and e) to introduce the association to the concept of leadership.

This report highlights deliberations at the strategic planning workshop for WISSSL.

## F. Section One:

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### Opening Session:

The two-day strategic planning workshop for WISSSL commenced with an opening ceremony that featured remarks from Lt. Feima F. Vandi, Chairperson of the Women in Security Sector Sierra Leone (WISS-SL), Ms. Susan Sesay from the Ministry of Social Welfare Gender and Children's Affairs (MSWGCA), and Ms. Ecoma Alaga from the Accra-based Women Peace and Security Network Africa (WIPSEN-Africa). The remarks from the Chairperson of WISSSL, was full of appreciation to WIPSEN-Africa and DCAF for their role in galvanizing female security personnel to act collectively, in advocating for their rights and engaging in the on-going security sector reform process. The Ministry's representative also echoed this appreciation in her remarks, thanking WIPSEN-Africa and DCAF for insights on gender-related issues in the security sector in Sierra Leone. In expressing her hope that participants would apply knowledge and skills gained in their daily work, she noted that the time had come to increase the responsibilities of women not only in the security sector, but also in everyday life, and to fight for women's rights.

In her remarks, Ms. Ecoma Alaga, Director of Programmes of WIPSEN-Africa, emphasized the relevance of the workshop in facilitating both the discourse on, and mid-term development of a strategic plan. It was also stressed that the strategic planning is a collective process that is crucial for increasing member's understanding of where precisely WISSSL as an organisation is going, how it will get there, and what it needs to get there. The aim and objectives of the workshop were also presented:

**Goal:** *To build WISSSL's institutional capacities for organisational development and strategic planning.*

#### **Specific objectives:**

- a) Provide WISSSL's members the requisite skills and knowledge in organisational development, including strategic planning;
- b) To facilitate the development of a strategic plan document for WISSSL that will guide the association's operations in the short, medium and longer-term;
- c) To equip members with the relevant skills for managing conflict at both personal, intra-group and inter-group levels;
- d) To provide a platform for a wider membership to collectively review the association's constitution; and
- e) To introduce the association to the concept of leadership.

The session ended with a run-down of the agenda and week's itinerary of activities which included the Lecture Series (dialogue with students), particularly females (29<sup>th</sup>-30<sup>th</sup> October), and a profiling event tagged the 'Women in Security March' (31<sup>st</sup> October).

In response, participants were requested to write out their expectations of the workshop; some of which were:

- The promotion of women's rights;
- The organization of fair elections of WISS-SL's Executive Team;
- To learn about Strategic Planning;
- To establish a Strategic Plan to increase the effectiveness of the Association;
- To get more equipments for the Association;
- To make WISS-SL more famous in Sierra Leone and abroad;
- To enhance an agenda for WISS-SL;
- To mainstream Gender in Security Sector, principally at key decision-making level;
- To increase women empowerment;
- To undergo skills training in leadership and management;
- To network with more women in Security Sector in Sierra Leone and abroad.

*\*quoted as stated without edits*



## G. Section Two:

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### Understanding the Strategic Planning Process:

The session on strategic planning commenced with a group exercise (Coin Toss) to evaluate participants' planning and group management skills. Participants were placed in three groups and each group was given five coins. There were three marks from which participants could throw their coins and there were three pieces of papers as 'targets' where the coins had to rest. Each group was assigned a target and given the opportunity to choose whatever mark (set goal) they wished to toss their coins from. Marks were 3, 5 and 8 feet away from the target. Each group was asked to write down a goal (how many points they earmarked scoring) and the strategy (from what marks they would toss the coins) before tossing their coins. Score for a coin on the target from 3 feet was 1 point, from 5 feet was 3 points, and from 8 feet was 5 points. Groups were given two opportunities each. The exercise was highly participatory and interactive, drawing in the entire group.

The de-briefing of the exercise was used to introduce the concept of strategic planning, and participants were asked to indicate key observations in terms of strategy, mistakes, teamwork, goal-setting, respect for set procedures, leadership, etc. Some of these observations are listed below:

- Few respected the rules of the game
- Bending of the pieces of paper as a discriminatory variable (\*the shapes of the pieces of papers which served as target were varied. The group whose paper was the smallest felt they has less space within which to operate and thus viewed this as biased or discriminatory);
- The rules of the game were unfavorable (\*however this was owing to the fact that some groups did not listen to the instructions)
- In some groups, one person threw several coins, in other groups there was collective efforts and every member participated in throwing the coin
- Groups applied different tactics at both individual and team level
- Some groups had only one strategy and threw all of their coins from only one mark
- Some participants laughed at mistakes made by their group member
- Some groups had not strategized on what their approach would be
- The noise and excitement from the various groups served as a distraction for those mandated by their groups to toss the coin
- Some group members played a positive role in encouraging and cheering their team members

Ms. Ecoma Alaga commented on participants' attitude in relation to coordination and planning. She observed that some groups had unfavorable conditions (such as desks in their way, etc) which were hindrances to the achievement of their goals, but rather than working around those

factors or trying to mitigate them, group members only complained and did nothing about it. She equated those conditions to environmental factors that organizations are faced with in everyday life and noted that strategic planning provides opportunities to better prepare for the challenges associated with environmental elements.

Commenting further on the exercise, Ms. Alaga observed that there were frequent shifts in the goals set by the groups in the various rounds. She noted the following:

Group 1: The group reduced its goals during the second round. In the first round they had set a target of 23 and in the second 15. The question is, was this a collective decision? Was there an agreement or compromise on this? Besides, there were times when the group could have argued for points denied them because of unclear rules but did nothing about it. For example, when the coins got trapped inside of the paper target instead of dropping on the paper, the group was denied the points and should have argued to be awarded marks, after all the coin dropped on the target. Relating this to real life situations, it was noted that this was usually the problem with women's groups that would rather endure under a culture of silence. In some cases, this was also due to the fact that there was lack of confidence and/or skills to articulate grievances.

Group 2: Though this group had the highest score it was not able to achieve any of its goals in the first two rounds. This was because the team was focused on scoring points and ignored other vital issues such as collectively designing strategy and building team relations. Only leaders of the group were responsible for tossing the coin, showing there was no delegation or process of empowerment for members. Also the group did not have a clearly defined goal; they vacillated between the 12 and 15 and for some members it was unclear which it is. The facilitator noted that such unclear goals can destroy group cohesion and result in intra-group conflict.

Group 3: This group did not meet any of its set goals. The group also had some problems with regards to sticking to the rules of the game. Members of the group had to be called back many times to re-toss their coins because they violated the rule. The members of the group complained that a table disrupted easy access but did nothing to either move the table away or move away from the table. The facilitator linked this to real life scenarios where organizations get into operations without having a strategy or studying the environmental conditions to assess its impact on their work. This usually results in an acceptance of the status quo which may not be conducive to the functioning of the organisation.

### **The Strategic Planning Process:**

Any group and/or organisation that seek to realize its set objectives must have a clearly defined strategy that outlines 'what it seeks to do', 'for whom it is doing this', and 'how it will reach its goal'. In doing this it is also important to assess both internal and external environmental conditions that may or may not impinge on the effective realization of set goal. This further requires an examination of the technique, skills, network, etc of the group. All of this cannot be thoroughly addressed in one-day and that is why **strategic planning is a process**.

A strategic plan needs to evolve in order to be effective and efficient. It also has to adapt to new and existing needs. It must be specific, properly planned, identify relevant techniques, be directed at a constituent, and aimed at achieving goals. The process must also interrogate the following:

- 1) What you want to do?
- 2) How do you want to do it?
- 3) How will the aim be achieved?
- 4) What are, and where will the resources needed be derived?
- 5) Are beneficiaries and target groups clearly defined and involved?
- 6) What or who would likely hinder the implementation of the plan? Are there opposition or competition? What would the effect of these be on the realization of the goal?

Addressing each of the above-listed questions requires strategic analysis. This implies that any group or organisation or association seeking to develop a strategic plan must of necessity engage in a strategic analysis. There are different models/tool that can be applied in this process, some of which are the SWOT, PEST and STEER analytical tools. The SWOT analysis it was noted involves the examination of both internal and external factors relating to strength (internal), weaknesses (internal), opportunities (external), and threats (external). The PEST examines political, economic, social and technological conditions, and the STEER analysis is crucial for scrutinizing social, technological, economic, environmental and regulatory conditions. All three models are complementary and it is advised that a combination of these is used for the strategic analysis.

Against this backdrop some of the issues to be examined would include: understanding of existing of laws and regulation, level of involvement of women in decision-making processes at both vertical (hierarchical) or horizontal (departmental) levels. Other issues will include capacity and opportunities to fund raise and mobilize resources; existing and potential partnerships; ability of skills, knowledge, equipments within the group; existing cultural stereotypes; ability to access and utilize technology e.g. computers, internet; assessment of discriminatory regulations and policies, etc. In relation to the environmental issue, an example was stressed using the WISSSL context. For WISSSL to carry out an effective environmental analysis, it needs to identify existing women's groups, define its strategy to collaborate with such groups and evaluate how it will prevent unhealthy rivalry. Regulatory factors to be examined will for instance include the rules and regulations in the respective SSIs from which the WISSSL membership is drawn. Participants noted this assessment of regulation is very important as in some SSIs, women are prohibited from wearing trousers or getting pregnant until after a given number of years.

### **Relevance of the Strategic Planning Process to WISSSL:**

Participants noted that the strategic planning exercise is necessary for WISSSL for a number of reasons; including to:

- Clearly define WISSSL's goals
- Facilitate mobilization of resources
- Determine the direction and focus of WISSSL

- Assist in the identification of skills that will guarantee the achieve of set goal

It was also noted that the strategic planning exercise was crucial in assisting WISSSL collectively define its mission, goal, specific objectives and activities. Depending on the lifespan of the plan, the objectives ought to be strategic, smart, measurable, realistic and time-bound. Once an objective is realized, its output and impact should be evaluated; and if no-longer relevant such objective can be dropped or changed to respond to emerging and/or new demands. The exercise is also important in guiding WISSSL identify potential strategic partners with which it can collaborate; not only in the relation to funding but also in the provision of technical support, etc. A well developed strategic plan is a foundation, language and reference for particularly new organizations such as WISSSL. The plan, when developed, will also be crucial in directing WISSSL in its resource mobilisation endeavor in light of the adverse effect of some donor funding on the lifespan and impact of organisations.

### Group Exercises:

Participants were split into three groups to conduct a strategic analysis of WISSSL. Each group was asked to carry out the exercise using all three models: SWOT, PEST and STEER analysis. Below is the feedback from the group exercise:

<b>SWOT Analysis of the Association of Women in Security Sector in Sierra Leone</b>	
<b>Feedback from Group One</b>	
<b>Strength</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Membership</li> <li>• Advocacy</li> <li>• Project writing</li> <li>• Good mediator</li> <li>• Average education</li> <li>• Commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Poor Computer skills</li> <li>• Low-level Education</li> <li>• Poor communication skills</li> <li>• Inadequate information</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Political will (support of government)</li> <li>• Collaboration with WIPSEN, DCAF, WOMANKIND</li> <li>• Other stakeholders</li> <li>• Training workshops</li> <li>• Networking among Security Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of funds</li> <li>• Non Access to scholarship</li> <li>• Potential Conflicts within WISS-SL</li> </ul>
<b>Feedback from Group Two</b>	
<b>Strength</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Membership</li> <li>• Fee for income</li> <li>• Networking, social relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of commitment</li> <li>• Lack of education</li> </ul>

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Workshop of this nature</li> <li>• Political will (MSWGCA...)</li> <li>• Donor support</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of awareness of WISSSL</li> </ul>
<b>Feedback from Group Three</b>	
<b>Strength</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Member card</li> <li>• Personnel from different Security institutions</li> <li>• Drafted constitution</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of Funds</li> <li>• No access to technology (no computers, vehicles...)</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• International recognition</li> <li>• Training workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Other Associations that could become rivals</li> </ul>

Low-level education, the lack of networking outside Freetown and outside Sierra Leone and low-level confidence among members of WISSSL were stressed as major weaknesses. The commitment of some male colleagues within SSIs to gender issues was identified as an opportunity to be maximized.

Following the SWOT was the PEST and STEER analysis. Feedback from the group exercises on this are highlighted below.

<b>PEST and STEER Analysis</b>	
<b>Political</b>	<b>Economic</b>
<ul style="list-style-type: none"> <li>• Gender Acts</li> <li>• Political will</li> <li>• CEDAW</li> <li>• United Nations Security Council Resolutions 1325 and 1820</li> <li>• Child rights acts</li> <li>• Change of government. For instance, some senior female officials have been fired due to change in government</li> <li>• A draft National Security Policy</li> <li>• Equal salary for men and women</li> <li>• No woman can make any decision in the Fire Service</li> <li>• No maternity leave</li> <li>• More men than women are recruited</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Financial subscription</li> <li>• Lack of resources</li> <li>• Disproportionate distribution of training opportunities among men than women</li> <li>• Underrepresentation of women in decision making positions</li> <li>• Facility for trainings for female officers, no discrimination;</li> <li>• Very low salary so it affects the welfare of officers</li> <li>• Equal salaries</li> <li>• Some medical facilities, but advantages are given to wives of the male personnel, and not to husbands of female personnel</li> <li>•</li> </ul>

<b>Social</b>	<b>Technological</b>
<ul style="list-style-type: none"> <li>• Education</li> <li>• Commitment</li> <li>• Good will and knowledge</li> <li>• Representation of women</li> <li>• Religion</li> <li>• Stereotypes</li> <li>• Violence (GBV)</li> </ul>	<ul style="list-style-type: none"> <li>• Computers</li> <li>• I.T.</li> <li>• Driving skills</li> <li>• Need for all members to have email addresses</li> <li>• Within RSLAF cell phones and good communication in general is provided</li> <li>• RSLAF has its own newspaper called "The Torch"</li> </ul>
<b>Ecological/environmental</b>	<b>Regulatory</b>
<ul style="list-style-type: none"> <li>• Female prison officer noted that due to the fact that they work the whole day with prisoners, an officer learns a lot about them as well as feels like a prisoner herself. Integration in society is difficult for officers and it is difficult to go home normally</li> <li>• There are no facilities for juveniles who have committed crimes</li> <li>• No social services for jailers, so they are like prisoners.</li> <li>• Low salary for women e.g in Group 4 Securicom. Also there are than 2000 men and only 58 women. In addition, the maximum promotion for woman is two stars. There are no women in management structure.</li> </ul>	<ul style="list-style-type: none"> <li>• Some rules need to be reviewed and women issues have to be included in new rules;</li> <li>• Promotion is very hard for women: women work harder than men but are under promoted</li> <li>• In SLP, women are not allowed to wear earrings</li> </ul>

The lack of funding was highlighted as a major economic issue. However participants were admonished identify their major strength which can be used as a *relational currency*.

## H: Section Three:

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### Reflections on WISSSL's Aim, Mission and Objectives:

#### **The Aim of WISSSL**

To create a platform for women in security sector institutions to collaborate and mutually support each other in ensuring that women's issues, concerns, aspirations and priorities are effectively mainstreamed into the security sector agenda.

*\*the aim was generally adopted by members*

#### **Mission Statement**

To bring together women from security institutions to act collectively for their common good, empowerment and for the good of the institutions they serve.

*\*the mission was modified and generally adopted by members*

#### **Vision**

To merge, secure and expand with women in security sector institutions across the Mano River states.

*\*it was noted that this vision was too narrow and needed to be reviewed*

#### **Objectives**

The objectives of WISSSL are to:

- Foster dialogue, networking and unity on gender and women's issues among various security sector institutions nationally, regionally and internationally.
- Enhance the capacity of female security personnel through education, advocacy and empowerment.
- Facilitate the incorporation of gender into the national security policy and institutional policies and operations.
- Improve female representation and participation in the various security institutions.
- Develop a joint agenda and action plan outlining existing gaps and needs within the various security institutions.

*\*all five objectives were adopted by members*

Following the review, participants mapped out security institutions in Sierra Leone in order to ensure that women from all security sector institutions are contacted and given the opportunity to become part of WISSSL. Identified institutions are listed below:

**Core Security Sector Institutions:**

1. RSLAF
2. SLP
3. ONS/CISU
4. Immigration Department
5. National Revenue Authority
6. Private Security Companies

**Security Management and Oversight Bodies:**

1. Parliament (Committee on Defense and Presidential Affairs)
2. Ministry of Internal Affairs
3. Civil Society
4. The Media
5. Ministry of Foreign Affairs
6. Municipal Police (FCC Police)

**Justice and Rule of Law Institutions:**

1. Ministry of Justice and Attorney General's Office
2. CID
3. Special Branch
4. Sierra Leone Prison Services
5. Sierra Leone Human Rights Commission
6. The Ombudsman

In terms of scope, it was agreed that the strategic plan should also respond to the following questions:

- What is the status of women in the security sector?
- How many men and women work in these institutions?
- How many women and men occupy decision-making positions?
- What is the level of education of female personnel in security sector institutions?

Such sex disaggregated statistics will also provide a useful baseline with which the project can be evaluated. Given the dearth of this information, individuals were volunteered from the different institutions represented to assist with the collection of the requested data from their respective institutions. Those nominated are:

1. Cecelia Kaikai-----Prisons
2. Claudia-----RSLAF
3. Kadi-----SLP
4. Frances Nyuma---ONS
5. Fatimata-----NFF
6. Judith-----Immigration
7. Frances + Alima---PSC



## Constitution Drafting:

The draft constitution developed by some members of WISSSL was presented to the wider group for review and adoption. In reviewing the constitution participants generally discussed what the structure and content of the constitution should entail. The following was adopted as the outline for the constitution:

Introduction: offers a general overview of the association and articulates the rationale for establishing WISSSL. Figures and statistics are very important and an analysis of the environment should address the following:

- What is the status of women in the various security sector institutions?
- What are the other women's organizations and how does WISSSL link up with them?
- What are the codes of conducts in the various security institutions?

### Proposed Outline for WISSSL Strategic Plan

#### 1. Introduction:

- Background on Sierra Leone's security sector
- Status of women in the security sector in Sierra Leone
- Core national security institutions in Sierra Leone
  - Republic of Sierra Leone Armed Forces (RSLAF)
  - Sierra Leone Police (SLP)
  - Office on National Security (ONS)
  - Bureau of Prisons
  - Sierra Leone National Fire Force (SLNFF)
  - Immigration Depart of Sierra Leone
  - Private Security Companies (PSCs)
- Other agencies discussed but not considered core institutions were:
  - National Drug Enforcement Agency
  - City Council Police
  - National Revenue Authority (NRA/Customs)
  - Judiciary Department

*\*A key observation was that the list of core security institutions provided by Mrs. Nyuma is a bit different from what participants listed as core security institutions. National Fire Force and Bureau of Prisons are not listed as core institutions on the list given by Mrs. Nyuma while National Revenue Authority is not listed as core security institution on the list agreed upon by participants. This needs to be ratified as it could present challenges when it came to defining WISSSL's membership.*

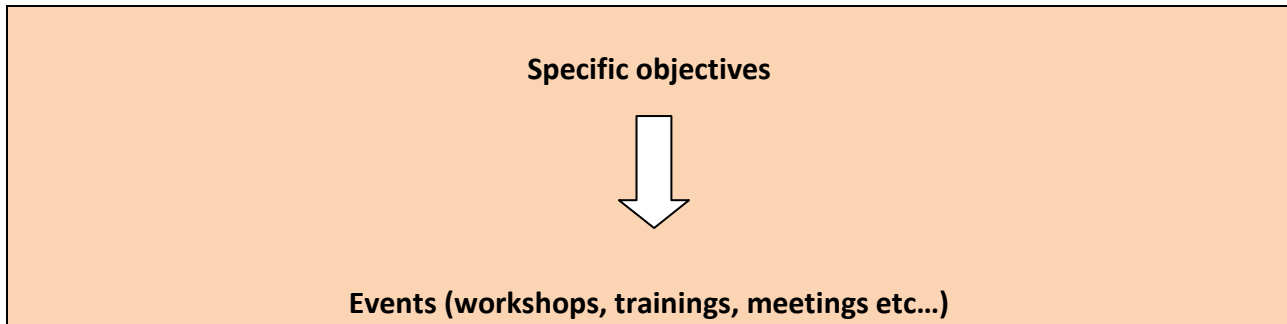
- Justification
  - Why it is important to make security institutions gender sensitive?

#### 2. Identity:

- What is WISS-SL and who is eligible for membership?
3. Vision Statement  
What is the ideal situation that WISS-SL hopes to achieve?
  4. Mission Statement  
How will WISS-SL achieve this ideal?
  5. Goal/Aim
    - a. What does WISS-SL want to accomplish within the a limited timeframe?
  6. Objectives
    - Strategic Objectives
    - Specific Objectives
  7. Intermediate Results  
What are the expected outputs?
  8. Marketing Plan
    - Resource mobilization/Financial plan
    - Eg. Membership due, etc.

The hierarchy of the strategic plan will be organised as follows:





The strategic plan it was agreed should be accompanied by a marketing plan that will clearly outline how the association intends to raise funds and resources to implement its activities. The marketing plan will also identify in-house resources that can be harnessed to enhance the effectiveness of the association.

**Brochure:**

The draft WISSSL brochure was also presented and proposals made on its revision. The following was agreed:

1. The **Front page** (page 1) will have the following information on WISS-SL:

- Logo
- Name
- Motto
- Email address
- Telephone number

2. **Page 2** will include the following:

- Brief introduction of the organization
- Acknowledgment
- Aim
- Mission
- Vision
- Objectives
- Marketing Plan

3. **Page 3** will highlight information on:

- Membership (list seven core national security institutions)
- Profile and photos of executives

4. **Page 4** will present WISSSL's:

- Activities

## I. Section Four:

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### Managing Intra and Inter-Group Conflicts:

The session on conflict management started with an exercise on 'telephone'. This entails the transmission of information from one party to the other. The rule of the game is that one participant receives a message on a note, reads and passes on the information. The recipient reads and passes on the information and this continues until everyone in the room has had a chance to read and pass on the information. Following the exercise, participants were asked to give their feedback on the process. Below are some of their responses on how they felt when the message read was distorted and not properly communicated:

- Betrayal
- Disappointment
- Loss of confidence
- Judgmental
- Tacit criticism
- Blame
- Confrontation
- Misunderstanding

The exercise was de-briefed and used to introduce the concept of conflict which participants viewed as:

- Disagreement
- Misunderstanding
- Confusion
- Fighting
- Dispute
- Confrontation

A working definition of conflict was summed up from the responses of participants. Conflict was defined as "disagreement within a person or between two or more persons". The types of conflict were also discussed, namely intrapersonal conflict, inter-personal conflict, and group conflict. It was stressed that conflict in itself is neither good nor bad, but it is the response to situations and issues of conflict that determines whether the outcome will be positive or negative.

Conflict handling styles were also discussed and participants were urged to respond to conflict positively and non-violently. A sample approach was discussed. This is highlighted below:

- Plan the confrontation
- Ask permission of the other person before confronting them
- Create safety
- Begin with positive attributes of the other person
- Be specific and realistic rather than general about their wishes
- Be soft on the other person but hard on the issues of conflict

- Be prepared to listen

The steps listed above are vital elements of a negotiation process, and negotiation is a skill WISSSL must acquire. Negotiations could be approached from one of two angles: rights-based or interest-based. Interest-based negotiations are confrontational and positional, while the rights-based approach is useful for advocacy.