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Chapter

BUSINESS PLAN

2011 – 2016

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| **Executive Summary** |

It is a long story but interesting and amazing experience for the initiative to establish GCN in Sierra Leone. How it all happens is wonderful, the rapid expansion of GCN in the rural areas suburbs, Freetown and Northern Province is incredible and due to hard work of the team.

Sierra Leone has made considerable progress since the end of its devastating 11-year civil war (1991-2002) but still faces extensive development challenges. The country now enjoys peace and security. Focus has progressively shifted from addressing post-conflict emergency needs to poverty eradication and development. Sierra Leone however has remained one of the poorest countries in the world ranking180 out of 182 countries on the Human Development Index.[[1]](#endnote-1) Poverty is widespread. 70% of the population lives below poverty line and 26% exist in extreme poverty.[[2]](#endnote-2) Sierra Leone thus, is still far from meeting the MDGs targets.

Public service delivery is still weak. Economic growth declined to about 4% in 2009 primarily due to the global crisis, which curtailed financial flows to the country from trade, investments, remittances and aid. Youth unemployment is estimated at 70%, heightening the risk of social unrest. Inequality in particular is jeopardizing development: women and girls continue to be socially excluded.

On the Gender-Related Development Index Sierra Leone ranks 152 out of 155.[[3]](#endnote-3) Promoting gender equality and empowering women and girls, within the framework of the Millennium Development Goals is recognized as a key intervention area to reduce poverty and improve human development[[4]](#endnote-4) in Sierra Leone.

However, poverty, gender inequality and discriminatory cultural practices continue to undermine women and child rights.[[5]](#endnote-5) Its total population is estimated at 6 million, with 45% below age 15 and over 60% below 35. Poor girls aged 12-17 are vulnerable because parents expect domestic and financial assistance from their daughters at this stage.

Girls and young women are at risk of violence in the home, school and community; physical and emotional abuse, sexual abuse, sexual and economic exploitation, trafficking for the purposes of prostitution. Over 90% of females aged 10-49 are estimated to have undergone female genital mutilation/cutting (FGM/C) 62% of girls marry before age 18 and 27% before age 15.[[6]](#endnote-6) The Child Rights Act 2007 legislates age 18 as the minimum age for marriage but local laws continue to set lower ages. Teenage pregnancy and prenatal deaths have reached alarming proportions that if collective and coordinated efforts are not put to work, the country risk’s been a failed state.

The government has instituted a range of laws and other measures as protection mechanism for girls and young women against all forms of violence. These include: the Child Rights Act 2007, the Domestic Violence Act 2007 and the Teachers’ Code of Conduct 2009. They have not been followed up by adequate implementation, enforcement and popularization strategies by the responsible public authorities at national, district, chiefdom and community levels, largely due to limited financial capacity. Impunity is a problem, leading to increased violence against girls and young women. Though improving access to justice remains a challenge in general, girls and women in rural and urban communities suffer most from injustice. In instances where cases are reported, convictions rarely follow.

There is no effective child protection system in place that has the required institutional capacity and procedures for the identification, reporting, referral, investigation, treatment and follow-up on abuse cases. Child protection services which do exist, are characterized by weak and fragmented delivery, with governmental institutions and NGOs both contributing in not always clear and systematic ways.

Literacy rates for those aged 15 and above stand at 26.8% for females and 50% for males.[[7]](#endnote-7) Education is a key intervention area to socio-economic empowerment. However, female completion rates of post-primary education remain low, with poverty and discriminatory socio-cultural norms and values contributing to the main limitation factors. Poor girls aged 10-17 are at risk of child marriage and exploitation. Other barriers of accessing education include high levels of adolescent pregnancy, sexual harassment from teachers, lack of accessible educational provision and the range of hidden cost that education implies. In many cases, although inconsistent with the National Education Act 2004, local by-laws prevent pregnant girls from attending school.

Education Act 2004 requires all children to complete basic education, defined as six years of primary school and three years of junior secondary school. It has not been followed up by adequate enforcement and implementation. Government programmers granting free tuition, fee subsidies, payment of examination fees and promoting girl child education have led to greatly increased enrolment rates at primary level. Nevertheless, girls’ primary school completion rates and entry rates into secondary school remain appallingly low. The net primary school completion rate for girls is 28%. Their secondary school completion rate is 15%.[[8]](#endnote-8) Sierra Leone suffers from inadequate supply of educational provision, with an insufficient number of equipped and furnished schools, high pupil-teacher ratio and significant overcrowding in classrooms.

Girls and young women in Sierra Leone are frequently excluded from decision-making processes at all levels, at home, school, and community. This is primarily due to entrenched discriminatory socio-cultural norms and values. Child participation is a relatively new concept for Sierra Leone. However, groups such as the Children’s Forum Network, a national advocacy group established by the Ministry of Social Welfare, Gender and Children’s Affairs in 2005, and other women’s organizations are now emerging.

Consequently Girl Network Sierra Leone program has been designed to give girls voice to bring about change and influence policy.

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| Mission, Vision and why the girl |  |

Our main goal is to protect and promote the rights of the girl child and to support the economic, political, social and cultural empowerment of the girl child in order for her to assert those rights.

Girl Child Network Sierra Leone has identified four major problems: Teenage pregnancy, Sexual abuse, violence against girls and young women, socio-economic position of girls and young women, and their socio-political position. These problems are pervasive and predominant in the four regions of the country.

**Objective**

GCN Sierra Leone is a partner organization with GNCW. We replicate the girl’s empowerment model of GCNW. We uphold the objective, mission and vision of GCNW in all our work with girls.

**Objectives**

* To improve and promote women empowerment, through education, health and social welfare through suitable activities e.g. Introduction of girls clubs in schools, Training of Trainers (teachers and girls leaders) workshops, seminars in regional and national level for girls.
* To promote quality education, health and social standard of girl child in Sierra Leone.
* To break the inter-generated cycle of poverty, abuse and ill-health of disadvantage girls in Sierra Leone.
* To raise funds through a range of social and recreational activities etc. (as deemed appropriate and permitted by the organisation), to achieve our aims and objectives.
* To form links with individuals and agencies internationally that have similar aims and/ or can contribute to the aims and objectives of the organization.
* Help keep the members and agencies informed about the developments and achievements of organization e.g. through newsletters and general media.

**Mission**

GCN Sierra Leone supports and promotes girls’ rights, empowerment, and education by reaching out to and advancing the circumstances of girls wherever they are economically deprived, at risk of abuse, subject to harmful cultural practices, or living in areas of instability.

**Vision**

We envision a nation where girls everywhere in Sierra Leone are empowered and enjoy their right

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| **Core Values and Principles** |

**Principles and Values**

* **Integrity** – we deliver our programs with truth and openness and we must remain accountable at all times.
* **Honesty** – everything from the heart. Our work inspires and inspired by our personal stories and the stories of the girls we represent.
* **Commitment** – we started as volunteers and we will commit our time and resources above what others contribute.
* **Excellency** – we must be the best in whatever we do. No part of our work is done as window dressing.
* **Action oriented** – we always thrive to see something done.
* **Empowerment** – everyone we work with or target must be able to stand up for themselves and we should play a facilitative role.
* **Team work** – we believe the problem needs all of us play a part and that each part adds up.
* **Learning and sharing** – we believe that every day we generate knowledge and others too generate knowledge and the power of sharing knowledge will make us stronger and better. We are an organisation with a learning culture.

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| **Core Roles** |

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| **Programs give holistic empowerment** |

Our programs conform to the notion of empowerment. Empowerment is a process of facilitating, instilling, and providing the means for girls to overcome the obstacles they face during growth and development. The programs are interlinked

Advocacy and

Speak out

Girls Empowerment Clubs

Girls

Empowerment and Girls at Risk support

Education Fund

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| **Indicators of progress in program delivery** |

**Girls Empowerment Clubs**

We have established 22 school clubs at the moment but more are still to follow due to the high demand and needs of girls in Sierra Leone. We are looking forward to introduce 60 to 100 clubs in 2011 to 2012 in our operating areas.

We have so far: Eleven (11) primary schools, eleven secondary schools and recruited fifty (50) teacher’s club coordinators. We carried out training of thirteen (13) schools for girls and club coordinator on **How to start the club.** Also a multi-agency training of trainers for GCN staff and teachers’ club coordinators and other organisations staff in Child Protection and Leadership.

We are looking forward to the official lunching and girls conference of GCN- Sierra Leone Chapter on the 13th and 15th October 2011.

We will carryout various activities in order to fulfill the following objectives:

* To register and establish GCN offices in Freetown, Lunsar and Makeni
* To form and launch at least 60 GCN Empowerment Clubs in schools and communities
* To official Lunch GCN- Sierra Leone Chapter in October 2011
* To have a training of trainers for staff and volunteers club coordinators
* To reach out to 15,000 to 30, 000 people through community sensitisation and outreaches
* To help empower girls through education by providing scholarships and vocational training skill
* To lobby on policies and legislation on girls age limit on night clubs attendant, prostitution and relationships.
* Petition the government to look at policy to prosecuting parents/careers that pervert justice for cases of sexual abuse.

**Objective one:** To register and establish GCN offices

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| **Activities** | **Target** | **Output Indicator** | **Means of verification** |
| Visit communities and develop programs | Girls, families, local and national leaders | Number of participants | Field reports |
| Networking | Local and international NGOs | Number of NGOs met | Meeting briefs |
| Registration | Umbrella organization SLANGO  NGO Unit | Registration materials submitted | Registration certificate |

**Objective two:** To form and launch 60 GCN empowerment clubs in schools and communities

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| **Activities** | **Target** | **Output Indicator** | **Means of verification** |
| Visit communities and schools | Girls in Lunsar, Freetown, Makeni, Port Loko, Lumpa and Regent | Number of clubs formed | Progress reports from clubs |
| Launching of clubs | Launch 60 clubs | Number of clubs launched | Launch reports |
| Girls Conference | Members from 60 clubs | Number of girls | Attendance and meeting report |
| Launching of GCN- Sierra Leone | All clubs and stack holders | Number of participants | Launch reports |
| Launching of 24 hours Childline Centre for areas of operations | All clubs members and non member | Number of contacts and responses | Progress report from centre and beneficiaries |

**Objective three:** To reach out to 15,000 to 30,000 people through community sensitization and outreaches

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| **Activities** | **Target** | **Output Indicator** | **Means of verification** |
| Two 1 day workshops on prevention of child abuse with girls | 150 girls attend | Number of girls | Attendance and workshop report |
| 4 day training of trainers on peer counseling | 15 0 girls trained | Number of girls trained | Attendance and training report |
| Two prevention of child abuse and HIV through drama | 2,000 participants | Number of participants | Evaluation report |
| Two 1 day workshop on prevention of child abuse with local leaders/parents | 100 leaders sensitized | Number of leaders | Attendance records |
| Two essay competitions on child abuse and HIV | 500 students participate | Number of entries received | Selection of winners |
| Campaigns against child abuse in Lunsar, Freetown, Makeni, Port Loko and Lumpa | 15,000 people participate | Number of participants | Evaluation report |
| Three days girls camps in Freetown and Makeni in 2011 | 1000 students participate | Number of participants | Evaluation report |

**Objective four:** To help empower girls through education by providing scholarships and vocational training skills

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| **Activities** | **Target** | **Output Indicator** | **Means of verification** |
| School fees | 50 victims of abuses reinstated in school | Number of students in school | School reports |
| Scholastic materials | 50 victims of abuses assisted with scholastic materials | Number of students in school | Receipts |
| Vocational skills training | 100 school dropouts trained in life skills | Number of girls trained | Training reports |
| Resource center for girls | All members are well informed | Number of girls using the resource center | Record of attendance |

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| **Proposed Financial Plan** |

It is only three month when GCN- Sierra Leone starts it operation with £300 funding from GCNW, Girl Child Network-Sierra Leone have been able to established 22 Girls Empowerment clubs in 22 schools. We have carried out a significant registration and training in our schools using our personal resources. It was not that easy for the group but thanks to our dear friends and supporters. Well this is just the tip of the ice barge as we need more resources to meet the needs of our beneficiaries and the running of GCN Sierra Leone office.

Please see attached our budget proposal for 2011/2012 for GCN Sierra Leone. We are kindly appealing to all friends of GCN and the donor agencies to help us with financial resources so that we can start our programs. Our aim is to raise **£157,956** which is equivalentto **US$239, 685**

that will meet needs of our office and girls needs for our 2011/2012 programs.

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| **Proposed Annual Budget** |

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| **Budget Line** | **Amount in Pounds** | **US$ Equivalent** | **Explanation** |
| Office Space | 6500 | US$10000 | Office in Freetown and Lunsar for 1 year |
| Stationery | 16250 | US$25000 | All clubs and office use |
| Office Equipment | 13000 | US$20000 | All offices |
| Personnel costs | 55000 | US$85000 | 7 Staff, half part-time |
| Website/Internet | 550 | US$850 | 2 years |
| Trustees and stakeholders Strategic planning review meetings | 9485 | US$12285 | For 20 participants |
| Office  Utility Van | 18000 | US$30000 | 2 for western area and northernprovince |
| Capital costs | 22000 | US$36000 | Stationary |
| Organisational Development and coaching | 6500 | US$10000 | Training of all clubs |
| Transport allowances for volunteers | 6850 | US$10550 | GCN volunteers |
| **TOTAL** | **£157,956** | **$239, 685** |  |

**Marketing and fundraising strategy**

**Annual fundraising events:** In towns and city e.g. Dinner and Dance, Luncheon Sale and Art/ Craft sale

**Online-shop/local shop:** Use clothing and GCN- t-Shirts, Key holders, Crest, Cups, Bags, Pens, Books with GCN Logo and others

**Training of Trainers and public speaking:** funds will be directed to GCN Sierra Leone

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| **Participatory Monitoring and Evaluation** |

GCN Sierra Leone has a culture of documentation, monitoring and evaluation of each and every program before, during and after implementation.

**Monitoring and Evaluation**

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| **Activities** | **Target** | **Output Indicator** | **Means of verification** |
| Conduct quarterly visits to clubs  and Childline Centre | All clubs members and childline centre service users | Number clubs visited and childline frequently use | Field visit reports |
| Hold staff monthly review meetings | Every month | Number of meetings | Meeting minutes |
| Mid term and end of year evaluations | 2 major evaluations | Number of evaluations | Evaluation reports |
| Regular evaluations | End of every activity | Number of reports written | Program reports |
| Documenting best practices and lessons learnt | 400 to 1000 booklets | Number of booklets produced & distributed | Delivery confirmation |

Our participatory evaluation is aimed to

* Enable girls to develop an evaluation plan as part of the training where we set a program for change. This includes research questions and processes for member participation, indicators, data collection tools, and processes for communicating results.
* Develop girls understanding of how empowerment evaluation contributes to self development.
* Be participative: the evaluation is be conducted in a small groups, and run through problem-poising, problem-solving and discussions one on one
* Be geared to action: girls leave with a clear plan of action and equipped to conduct and write up an evaluation and put training into practice. A short written project proposal outlining post workshop activities in their communities will be submitted and then facilitator will follow up each and very participant. Also there is a secret facebook group that keeps all participants connected and supported.
* Every year girls clubs submit evaluation results based on their original plans

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| **Girls Empowerment Indicators** |

GCN Sierra Leone will replicate GCNW Girls empowerment training which has 10 indicators and every girl must show after training which include: Speaking out on issues pertaining to gender, Community advocate with activities in communities, enhanced knowledge in confidence and leadership, sharp skills and knowledge on prevention of abuse, articulating ideas, goals, vision and mission in a confident way, guards jealously against her body and what we call one meter space.

**Advocacy and speak out**

* We continue to raise our voices to expose pressing threats to girls
* We speak out at regional and national gatherings and policy-making forums to highlight issues challenging girls in Sierra Leone.

**Girls-at-Risk Support**

However, there are major problems which need urgent attention in order for GCN to establish it purpose. The following problems and needs were identified:

* There is a culture of silence within the families of abuse girls/children in Sierra Leone
* Introduce 24 hours Childline Centre for support and safety in areas of operation for GCN members and non members in the communities
* Parent refused to disclose abuse by denying and stopping the girls from reporting perpetrators(who are mostly family members and would say to the girls they should not destroy their family and relationships)
* The girls want to speak out but the power to do so was limited due to lack of role models and knowledge (This was identified after the one day training on how to form a club, most of the girls came up to me and disclosed information about abuse and neglect by a family member /family friend or complete stranger)
* Parents need in-depth training about child sexual abuse and impact on girls. They also need education on parental responsibilities and the right to protect their children.
* Girls need more information on their rights, responsibilities, identity and who they are. They also need training in topics like: Low self esteem, Leadership, career-pathway, skills and discovering talents.
* Most of our beneficiaries are living in poverty and up country were little information on sexual health and abuse. They therefore need help in sanitary pads and more training in the issues above.

**Girls Empowerment and Education Fund**

Most girls struggle with school/higher institutions fees and school materials to pursue their education.

* We will work closely with GCNW for deprived and less privileged girls to secure funds for their educational needs
* We will carry out a random assess of needs of every girls who needs funds for higher and further education

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| **Governance puts girls at the centre of what we do** |

GCN Sierra Leone is operated by and for girls, who remain central at every level of the organization. The GCN mandate comes directly form the girls who make up the membership of the organization. This element is fundamental to the onion structure of the organization which trustees of the organization feels embraces the girl child at the centre and they support their empowerment and development.

**Girls**

**Trustees**

**Management**

**Team**

**Trustees**

There are a total of 6 trustees who will govern GCN- Sierra Leone for 2011/2012

They are women from different works of life who have verse experience in working with women.

**Isha Daramy Kabia** – Director, Friends of PCMH(Maternity Hospitals) in Sierra Leone. She is a retired mid-wife worked in the United Kingdom for 30 years and currently working in her mother and child clinic in Sierra Leone.

**Rosamond Z Sannoh** - National Secretary St Vincent De Paul in Sierra Leone, She has over 15 years of working in Banks and charity organization. She is currently working with Spanish Red Cross Society in Sierra Leone.

**Mariam Dumbuya** - President Female Lawyers Association in Sierra Leone. She is a practice lawyer and currently heads one of the leading law firms in Sierra Leone.

**Staff and Personnel**

GCN Sierra Leone is looking forward to recruiting 7 staff and half are part-time staff.

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| **Position** | **Name of Staff** | **Comments** |
| Country Representative | Anita Koroma- volunteer | Full –Time it is a non paid job at the moment in Sierra Leone |
| Finance Director | Isatu Taylor-Conteh - Volunteer | Part-time is a non paid job at the moment |
| National Club Coordinator | Vacant | Part-time - Volunteer |
| Project coordinator | Ibrahim Tarawallie - Volunteer | Full Time is a non paid job at the moment |
| Girls Empowerment Clubs Officers | Vacant | Need two volunteers |
| Office Manager | Vacant | Need volunteer |
| Regional/Area coordinators | Vacant | Need four(4) volunteeers |

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| **POLICIES AND APPENDIX** |

All our policies have been developed and are operational

* Child Protection policy
* Anti-sexual harassment policy
* Financial management policy
* Health and Safety policy
* Equality and diversity policy
* HIV and AIDA policy
* Girls Empowerment and Education Fund policy
* National Education Act 2004(Sierra Leone)

**APPENDIX**

Human Development report www.hr.undp.org

PRSP sierra Leone (world Bank and IMF, 2005,pg25

Human Development report pg 184

The state of the World’s Children (UNICEF, 2010,pg 29)

Sierra Leone Integrated Household Survey 2004

NGO Complementary Report on Implementation of the Optional Protocol to the UN Convention on the Rights of the child 2009 (Child Rights Coalition Sierra Leone 2009)

Sierra Leone: Key Facts(DFID)2009

Idem

Human Development report www.hr.undp.org

1. [↑](#endnote-ref-1)
2. [↑](#endnote-ref-2)
3. [↑](#endnote-ref-3)
4. [↑](#endnote-ref-4)
5. [↑](#endnote-ref-5)
6. [↑](#endnote-ref-6)
7. [↑](#endnote-ref-7)
8. [↑](#endnote-ref-8)