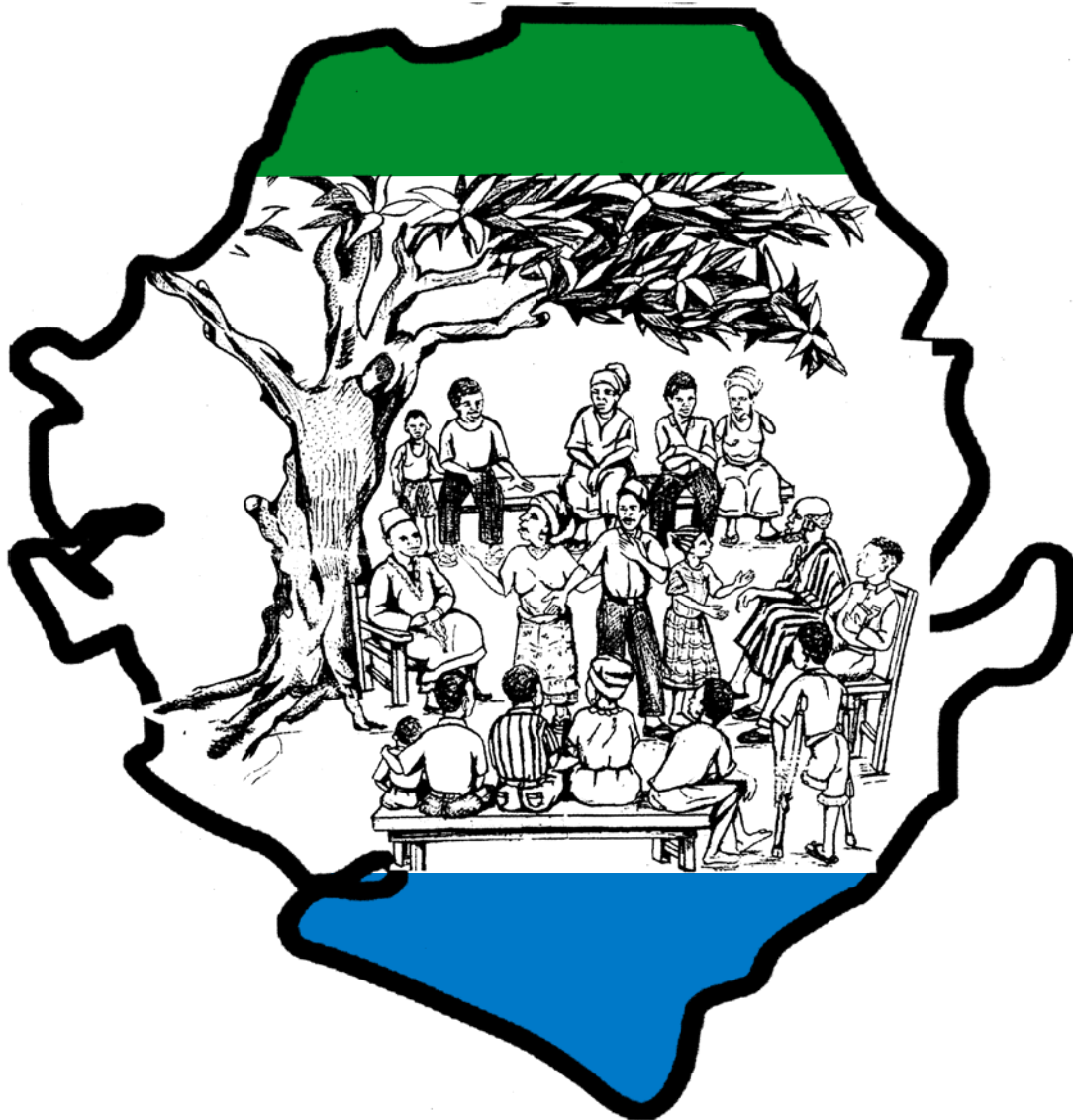


# WAN FAMBUL

## ONE FAMILY



National Framework for Inclusive Governance  
and Local Development in Sierra Leone

DRAFT FOR CONSULTATION



**Government of  
Sierra Leone**

**Ministry of Local Government  
and Rural Development**

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ABOVE The people of Neini Chiefdom present their People's Plan, the first in the district, to the Koinadugu District Council, November 2015

BELOW The Paramount Chiefs and District Council of Moyamba sign an agreement for joint revenue collection, negotiated through the pilot Inclusive Governance Process, February 2017







## MESSAGE FROM HONORABLE MOHAMED JULDEH JALLOH, VICE PRESIDENT OF SIERRA LEONE

Sierra Leone is a beautiful country with a vast array of human, natural, and cultural resources. One of our most vibrant resources is the quality of local leadership in our rural communities. The mobilization of the full potential of this local leadership – both men and women – is critical in addressing our present rural, and national, development needs.

We must find spaces where communities are engaged with one another and where trust can be re-established – within and among local communities and between them and government. Trust is the cornerstone of resilience. The government must work in collaboration with civil society to address the pressing issue of rural service delivery and how we can bring development to the door steps of the people. Both context and local knowledge are vital. It is critical that solutions for our rural communities, while discussed nationally, are based on local realities, grounded in local leadership, and provide the opportunity for the development of sustainable and inclusive partnerships.

Identifying individuals of positive influence within local communities and strengthening their capacity is a vital first step, and this must focus intentionally on women and youth. Engaging and empowering women's leadership needs to be at the foundation of any framework, as it supports the whole community's capacity. Likewise, engaging young people needs to be a critical pillar of all strategy. Joint, inclusive community work is vital. Allowing youth to develop and implement projects which address local needs builds the kinds of opportunities for cross-community and inter-generational cooperation. It renews our national confidence. As the critical link between communities and the national government, strong and equipped district structures are also important, and identifying influential local leadership is vital at the district level as well.

As we launch the Wan Fambul National Framework I wish to thank all those who have been a part of the design process and the sectional, chiefdom and district pilots. The development of this Framework has been an excellent example of everyone pitching in to work together for Sierra Leone. The harnessing of this type of national partnership is necessary for Sierra Leone's future.

*Wi na Wan Fambul. (We are one family.)*

Hon. Mohamed Juldeh Jalloh  
Vice President of Sierra Leone



## **WAN FAMBUL**

### **ONE FAMILY**

#### **ACRONYM LIST**

CfP	Catalyst for Peace
CWMC	Community Welfare and Mediation Committee
ICC	Inclusive Chiefdom Committee
IDC	Inclusive District Committee
IGP	Inclusive Governance Process
FP	Facilitation Partner
FT	Fambul Tok
MDAs	Ministries, Departments, Agencies
MLGRD	Ministry of Local Government and Rural Development
NPPP	National People's Planning Process
PM	Peace Mothers
PPP	People's Planning Process
ToT	Training of Trainers
WF	Wan Fambul
WFNF	Wan Fambul National Framework

# WAN FAMBUL

## ONE FAMILY

### National Framework for Inclusive Governance and Local Development in Sierra Leone

DRAFT FOR CONSULTATION

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Peace Mothers plan community development, Gbondo village, Kailahun District.jpg



## INTRODUCTION

## Executive Summary

After thirty years of highly centralised government in Sierra Leone, elected Local Councils were re-introduced in 2004 with the objective of promoting good governance, democracy, inclusiveness, accountability, developing local economies, and improving local service delivery through the devolution of functions, powers and resources to localities. As the principal agencies for local development and 'highest political authority' of a locality, Local Councils have responsibilities for planning, implementation and coordination of service delivery and improving the well-being of the people. They have not yet been able to live into the full capacity needed for effective development of their Districts.

Rural Sierra Leone is home to about three million people and covers 75 percent of the total land mass of the nation. The rural areas of the country are extremely varied in geography, population density, and economic and social assets. The rural areas are still primarily dominated by agriculture production thus the rural economy is still limited in its economic diversity. Over 90 percent of the rural population has lived off farming and other agricultural practices. Manufacturing is limited to craftsmanship; rural areas have lagged urban centers in employment growth and real per capita income. Poverty rates are higher in the rural areas and government services are less available. The income gap between the urban and rural areas continues to grow every year.

Beginning in late 2016, the Ministry of Local Government and Rural Development and subsequently the Ministry of Planning and Economic Development formed a partnership with Fambul Tok and Catalyst for Peace to develop the Wan Fambul National Framework for Inclusive Governance and Local Development. The Framework is designed to bring devolution to the next level by linking it to the National Development Plan thus bringing development to the doorstep of the people, in particular for rural Sierra Leone, and ensuring it is supported by strong local governance. It links rural service delivery directly to the National Development Plan.

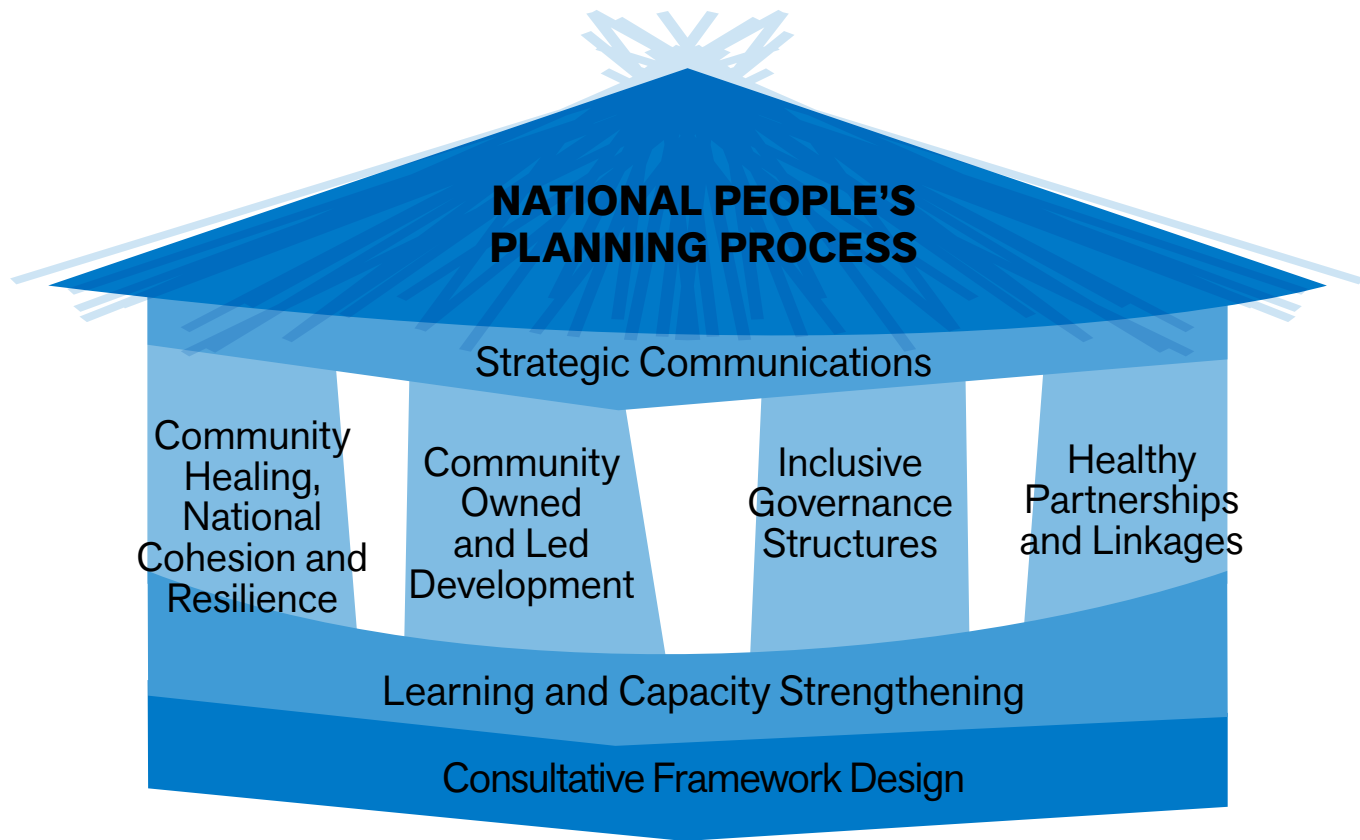
## OVERVIEW

**Wan Fambul in the Sierra Leonean Krio language means: We are all one family. It represents that there is a place for everyone in the civic space.** Given the history of regional and ethnic marginalization, the symbolic nature of the name of the Framework is important for the future of a new Sierra Leone.

The Wan Fambul Framework outlines a holistic, community-owned and led process leading to a National People's Plan, and it is built on the learning from a 2 ½-year comprehensive pilot process in three districts, which was led by Fambul Tok and Catalyst for Peace in Kailahun, Moyamba and Koinadugu. The pilot tested a People's Planning Process to mobilize communities to lead in their own recovery and development, while also creating an inclusive infrastructure to sustain and support that process. It is anchored in the Districts by an Inclusive District Committee (IDC), coordinating all the District peace and development stakeholders, including the District Councils, Traditional Leaders, MDAs, NGOs/INGOs, CSOs, Women, Youth, Disabled, Inter-Religious, and Community Representatives.

The Wan Fambul Framework has been jointly developed by the Ministry of Local Government and Rural Development; leaders from the three pilot districts; Fambul Tok and Catalyst for Peace. The Framework is grounded in the belief that until development is taken to the "doorsteps of the citizens," the nation cannot effectively move forward together.

## WAN FAMBUL FRAMEWORK FORMAT



***Wan Fambul in the Sierra Leonean Krio language means: We are all one family. It represents that there is a place for everyone in the civic space.***

The different core elements of the Wan Fambul Framework all work together to overcome the barriers that hinder a comprehensive and coordinated approach to full devolution in Sierra Leone. The issues

regarding the need for recovery and healing, tangible development, and increased civic engagement through bringing more stakeholders into the conversation cannot be isolated from processes to increase the level of full and complete devolution as it relates to the District Councils' mandate.

The New Deal and SDG16 have stressed the importance of developing inclusive national processes and structures for stable governance and effective development in "fragile" states through forging healthy partnerships between all levels of actors in the development process, from local community through district, national and international levels. For this reason, the Ministry has chosen to partner with Fambul Tok and Catalyst for Peace as technical and process experts. They have embodied healthy partnerships and built strong vertical linkages throughout their ten years of pioneering and effective community-centred work in Sierra Leone, extending from post-war reconciliation, through the Ebola crisis, into post-Ebola recovery and people-led development, and now to inclusive local governance structures.



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## WAN FAMBUL FRAMEWORK GOAL

The Wan Fambul Framework will facilitate inclusive, community-centered, rural sustainable development through the creation of transparent, accountable, collaborative, inclusive chiefdom and district infrastructures that are ultimately responsible for facilitating a National People's Planning Process; effectively supported by government, national and international civil society organizations and donors; leading to resilient communities across Sierra Leone.

*Goal: To facilitate inclusive, community-centered, sustainable rural development leading to resilient and cohesive communities across Sierra Leone.*

- **Foundation A, Consultative Framework Design Objective**

To facilitate the development of a National Framework that supports inclusive, community-centred sustainable development through a highly consultative process.

- **Foundation B, Learning and Capacity Strengthening Objective**

To lay the groundwork for healthy internal and external engagement with local, national and international stakeholders; to prepare communities to effectively carry out the National People's Planning Process (NPPP) through training, cross-district learning conferences and opportunities for healthy engagement with local resources and international organizations and donors.

- **Pillar 1, Community Healing, National Cohesion and Resilience Objective**

Bringing communities together through recovery and healing processes to repair the community "cup," including elevating women's leadership, to strengthen individuals and relationships to support conflict and crisis prevention and good planning based on the full resource base of the community.

- **Pillar 2, Community-Owned and Led Development Objective**

To prepare communities and districts across Sierra Leone to own and lead their own peace and development processes through inclusive planning processes, in order to use internal and external resources effectively.

- **Pillar 3, Inclusive Governance Structures Objective**

To develop and animate effective inclusive governance structures at village, section, ward, chiefdom, district and national levels consistent with Sustainable Development Goal (SDG) 16.

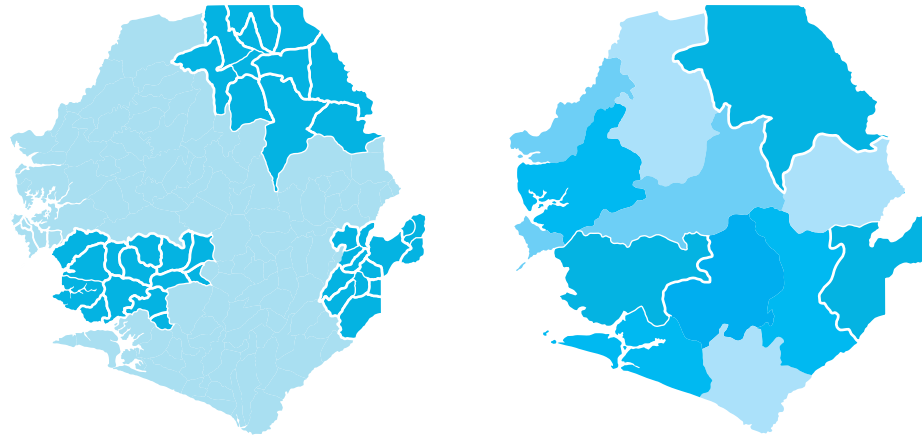
- **Pillar 4, Healthy Partnerships and Linkages Objective**

To create whole and healthy cross-sector (between communities, civil society and government) and cross-level (from local to district, national and international) partnerships that support inclusive development processes and effective use of resources with communities at the centre.

- **Cross-cutting: Strategic Communications Objective**

To inspire a national movement for devolution, development owned and led by the people, and inclusive governance structures, fostering renewed hope and strengthened national identity through Sierra Leonean cultural expression, as a cross-cutting initiative.





## PHASES

### Phase 1: Year 1

- Framework design and national consultations
- Complete PPP in 3 current pilot districts to finalize design
- Partial pilot in 1 new district
- Development and piloting of Training of Trainers (ToT) materials and process
- Training of new Facilitating Partners (FPs) through the pilot district design work
- Building of National Framework design support structures and Secretariat

### Phase 2: Year 2-4

- Maintenance in 3 pilot districts
- YEAR 2 Completion in 4th pilot district, move to maintenance
- YEAR 2 Roll out in 4-6 districts – depending on the number of national FPs
- YEAR 2 Design process and infrastructure for aggregating to a National People's Plan and for a phased approach to implementation of the National People's Plan
- YEAR 3 Roll out in 4-6 districts – depending on the number of national FPs
- YEAR 3 Completion of Year 2 districts; move to maintenance
- YEAR 3 Launch National People's Plan and launch national implementation process and infrastructure
- YEAR 4 Completion of Year 3 districts; move to maintenance
- YEAR 3 AND 4 Pilot process and infrastructure for aggregating to a National People's Plan, strengthen implementation process

### Phase 3: Year 5

- Inaugurate aggregated National People's Plan
- Updating, maintenance and sustainability of the system in all districts



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ABOVE The Inclusive Chiefdom Committee (ICC) of Upper Bambara Chiefdom, Kailahun District, validates their People's Plan

BELOW Paramount Chiefs and District Council in Kailahun sign a landmark revenue sharing agreement, February 2017

## Background

After thirty years of highly centralised government in Sierra Leone, elected local councils were re-introduced in 2004<sup>1</sup> with the objective of promoting good governance, democracy, inclusiveness, accountability, developing local economies, and improving local service delivery through the devolution of functions, powers and resources to localities. As the principal agencies for local development and 'highest political authority' of a locality, Local Councils have responsibilities for planning, implementation and coordination of service delivery and improving the well-being of the people.<sup>2</sup>

A cornerstone of ensuring the inclusivity of Sierra Leone's governance system is empowering local governments and implementing a decentralized approach to efficient service delivery. The nation is working towards a capacitated democratic local governance structure able to deliver services and uphold peace, stability, and justice, by promoting inclusive local coordination structures. The Ministry of Local Government and Rural Development (MLGRD) promotes the decentralized approach by assigning roles and responsibilities to local councils and coordinating programme devolution from central government to local councils, as mandated in the Local Government Act 2004.

The Wan Fambul National Framework is the Ministry's implementation vehicle for both supporting decentralization and improving rural service delivery, as well as linking those two functions more effectively, and bringing development to the doorsteps of the people. By creating channels for coordinating all local development stakeholders, the Wan Fambul Framework provides critical local capacity. MLGRD is committed to the devolution process, in order to facilitate development and emergency programs to the highest possible standards and to benefit rural populations with the greatest need.

The New Deal has stressed the importance of developing inclusive national processes

<sup>1</sup> The Local Government Act 2004 (LGA) created the nineteen local (District and City) councils. A program for devolution of functions from central government to the LCs between 2005-2008 was set out in the Local Government (Assumption of Functions) Regulations 2004

<sup>2</sup> Section 20 (1) of the LGA 2004

## TIMELINE



December 2007  
Fambul Tok begins in  
Sierra Leone



2008–2014  
Fambul Tok works with 250+  
sections, 4000+ villages to do  
community healing; film and book  
released in 2011



2014  
Ebola crisis; FT adapts to Ebola  
prevention and recovery; Bridging  
Communities Network connects  
national response to communities



## Problem Statement

and structures for stable governance and effective development in “fragile” states through forging healthy partnerships between all levels of actors in the development process, from local community through district, national and international levels. For this reason, the MLGRD has chosen to partner with FT and CfP as technical and process experts. The have embodied healthy partnerships and built strong vertical linkages throughout their ten years of pioneering and effective community-centred work in Sierra Leone, extending from the post-war reconciliation, through the Ebola crisis, into post-Ebola recovery and now to inclusive local governance structures.

On the basis of lessons learned from both the post-war recovery and the Ebola crises, Fambul Tok, with the support of CfP piloted the “People’s Planning Process” (PPP) in Kailahun, Koinadugu and Moyamba Districts, resulting in these districts leading their own recovery and development, while also creating an infrastructure of organized, inclusive structures at the sectional, chiefdom and district levels to support and sustain that process. This infrastructure, which is anchored development stakeholders, anchored by the District Councils and including Traditional Leaders, together with the Chiefdom People’s Plans that the process has yielded, have provided a critical foundation to support the success of any external aid and support. This is a direct fulfillment of Sustainable Development Goal 16, advocating “peaceful and inclusive societies for sustainable development... and building effective, accountable and transparent institutions at all levels.” The PPP and IDCs create space for responsive, inclusive, participatory and representative decision-making at all levels, a specific Goal 16 target. Furthermore, this initiative addresses the current weak linkage between the communities and the Local Councils in the implementation of the decentralization program and the service delivery process. This limitation is viewed by the MLGRD as critical to the effective implementation of the decentralization and chiefdom governance reforms and the overall goal to improve service delivery to localities nationwide. As such, the Ministry is in full support of cascading this process nationally, and it recognizes that the consultative design and then implementation of the National Framework would strengthen national institutions by growing their capacity at all levels to prevent violence, resolve conflicts, and build peace, also a specific Goal 16 target.



2015  
Healthy Partnerships Dialogue;  
Pilot PPP and Inclusive District  
Stakeholders Meeting in Kailahun,  
Koinadugu, Moyamba



2016  
IDC Formation meetings—Kailahun,  
Koinadugu, Moyamba and rolling  
out PPP in new Chiefdoms



November 2016  
Inter-District learning/sharing  
conference in Tiama, Moyamba.  
MLGRD commits to taking process  
national

## Strategy

### WHY A NATIONAL FRAMEWORK NOW

In 2015 after the Ebola virus was contained, Fambul Tok and Catalyst for Peace began to envision ways to leverage the post-Ebola recovery process to bring about change in implementing healthy partnerships between government, CSOs and communities in Sierra Leone that support community-led and centered recovery and development. In the post-Ebola era there were many similarities to where the country was post-war even though over ten years had passed.

The MLGRD sees a roll out of the WFNF as a key policy to support and strengthen both the decentralization and local governance processes throughout the country, including the devolution process in particular, as well as firmly establish people-led development planning, thereby strengthening the country's ownership of our own development process. The MLGRD's interest in supporting this process was cemented at the November 2016 Inter-District Learning Conference Fambul Tok and Catalyst for Peace held in Moyamba, where the MLGRD committed to lead in bringing the People's Planning Process to all districts nationwide, after learning from the three districts that had already piloted the process about the exceptional results they had registered.

Acting on this commitment, the Ministry, together with Fambul Tok and Catalyst for Peace, hosted a National Round-table on Growing Inclusive Governance, in Freetown in February 2017, officially launching the framework design process. In March, the process took more specific shape during a week-long planning retreat hosted by Ulster University in N. Ireland. There, representatives from the Ministry, Fambul Tok and Catalyst for Peace, select national leaders and leaders from the three pilot districts, honed a common vision for the Framework design process, including how to operationalize it. The President gave executive approval for the process, and since then the foundation for design and implementation has begun.



February 2017  
National Round table, Freetown

March 2017  
Study trip to Northern Ireland



September 2017 -- 2018  
Continued piloting of the framework in Moyamba, Kailahun, and Koinadugu districts as national elections take place and a new government is installed.



September 2018  
Agreement at the WFNF retreat for WFNF to become the government's flagship program nationally, building effective linkages between the people's planning process and inclusive governance structures, from local through chiefdom to district level.

## THE COMMUNITY AS A 'CRACKED CUP'

An image that has been used throughout the two-year pilot phase, which resonates at both the community and district level, is a cracked cup. Imagine the community as like a cup with cracks in it. When water is poured in the cup, it doesn't stay, but drains out through the cracks in the cup. This represents NGOs, donor programs and government initiatives that pour aid and resources into the community, but with little or no impact. In Sierra Leone community mobilizers ask, "What kinds of problems contribute to the brokenness in our communities?" and "What happens if we continue to pour in aid and resources and the cracks are not repaired?"

Then imagine a community that is healing. Replace a cracked cup with a whole cup. When water is poured into the whole cup, community mobilizers ask, "What do you see happening now? What is different now?", "What helps communities heal the brokenness, the cracks?" and "How can communities hold and utilise resources when healing or healed?"



The People's Planning Process acknowledges that the cup needs to be repaired—the community needs to be made whole—before any more water can be poured in, and it focuses resources and programming first in ways that repair the cup. Supporting communities to lead a process of community healing, and bringing communities together to create and own their own development agenda, repair the cracks in the cup.

If a cup has been repaired and a community healed it can hold external resources. And in the best-case scenario, the communities are then also able to tap into the reserves of groundwater already there, like a well, to also access their own 'water.' In other words, with the right resources and capacities, communities can empower themselves and find solutions to seemingly intractable problems. Then the community can build and tap into their own reserves of resilience and become healthier through recovery, reconciliation, development and inclusive governance.

The Wan Fambul Framework supports communities in mending their cracks – addressing the things that have kept them divided and without a sense of agency – and in undertaking planned development through effectively drawing on internal and external resources. This becomes sustainable and strategic with the aid of inclusive, local, governance structures, and healthy partnerships and linkages both national and internationally.

*The Wan Fambul Framework supports communities in mending their cracks—addressing the things that have kept them divided and without a sense of agency—and in undertaking planned development through effectively drawing on internal and external resources.*



## Guiding Principles

### A NEW WAY OF DOING BUSINESS

The Wan Fambul Framework offers a vision of a whole, inter-connected Sierra Leone, undivided by region, ethnicity and partisan political affiliation. Research has demonstrated that strengthening social capital with particular reference to the proxies of trust, collective action, inclusion, local groups and networks, and information and communication as embodied in the principles of the planning methods below, is relevant for peace and development operations in rural community

*By offering “a new way of doing business” the WFNF demonstrates Sierra Leoneans can live as “Wan Fambul” and value the gifts diversity brings.*

levels. By offering “a new way of doing business” the WFNF demonstrates Sierra Leoneans can live as “Wan Fambul” and value the gifts diversity brings. The following are the WFNF’s guiding principles:

- **Community-owned and led development**

Outsiders to local communities, like the national government and external donors, do not have all the answers. Instead of working from the ‘outside in,’ the WFNF carves a space for ‘outsiders to work in partnership with districts, chiefdoms, and communities to encourage them to find their own answers. This is the work of accompaniment, or “walking with,” which takes time and effort. Multiple community visits thus becomes a core part of the PPP.

- **A strong commitment to process**

The WFNF gives primary importance to making the time to tend to good process. Rather than jumping into action based on an outsider’s sense of what is important, taking the time to invite the voices of all, and to support regular times of collective reflection, frank talk, and collective decision making, repairs the community cup so that it can hold resources. Wan Fambul recognizes that creating space for communities to come up with their own answers might take longer in the short run, but it helps the work be faster in the long run, as well as more sustainable.

- **Commitment to ongoing learning and sharing**

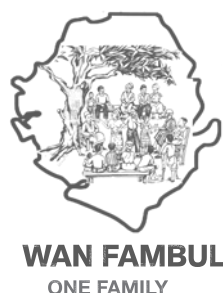
The PPP activities not only support individual communities, PPP facilitators work to unify communities and support a learning community that spans villages, sections, chiefdoms, districts, Sierra Leone and even the world. By sharing stories from one community to another, people are inspired and learn from each other. The vision of whole, healthy communities leading in their own development is a vision with implications for the whole world. By sharing stories and learning with the world, local communities feel that they are part of a bigger collective that values their unique contributions, which inspires them to take their role in healing and making progress more seriously.

- **Non-political and non-partisan**

PPP activities are meant to unify in the spirit of Wan Fambul—supporting activities that lead to the good of the whole community. Since the NPPP process is working to fill the national cup it is important that the initiative is non-partisan and not politicized. Everyone can participate as an individual community member regardless of political affiliation (and no political purposes may be promoted in Wan Fambul activities and structures) and special care is given to ensure national inclusivity.

- **Meeting people in their communities to listen and learn**

PPP facilitators know that community members are the experts in their communities – they hold the culture and knowledge, and it is only through their initiative that any long-term positive change will take root. The work on the PPP is people-centered and geared to the development of the communities. Wan Fambul



community-based facilitators do not have the answers, but they create the space for communities to discover the answers and resources that are there.

*When conflict and disaster happens, the fabric of community is torn, the cup is cracked. A revival of positive culture and traditions helps to reknit society, repair the cup.*

- **Inclusive participation and ownership**

Whole functioning communities need to draw on the strengths and assets of all of the groups in community and respond to each group's needs. This is why representation from every group (men, women, youth, religious leaders, disabled, etc.) is structured into Wan Fambul activities. If one group is left out, or isn't able to meaningfully participate, the community will not live up to its potential, resource will be wasted, and people will grumble. Participation leads to ownership, which is what will root a process in a community and make it sustainable. Space must be intentionally created for all those who are traditionally excluded from public decision making roles, with special attention to making space and invitation for women's leadership.

- **Transparency and accountability in relationship and activities**

Transparency and open communication at every level make for a trustworthy process. When everyone knows what's going on and feels that their voices are heard, they will remain committed and not work to undermine progress. They are reminded that the work is for the good of the community and not just individuals. This discourages individuals from trying to gain for themselves while the community loses out.

- **Honesty and respect for all people**

In order to draw on the resources of the people in the community, people need to see that they are valuable. Respect helps people see and know their own value. Honesty builds trust, which enables cooperation, which is the foundation for successful planning and development. This includes cultivating the space and capacity for 'frank talk' – honest conversation about difficult topics, especially for the purpose of charting new pathways forward together.

- **Work with existing structures**

Inclusive Governance Structures are not meant to replace existing legal or civic structures, but rather to animate them and help them fulfill their purpose, by creating the space to work collaboratively with all stakeholders. The WFNF is committed to using and animating existing structures from the grass-roots to the district and national levels.

- **Respect for and revival of tradition and culture**

An important marker of identity is one's culture. Respecting culture and traditions provides a basis for trust and relationship. Respect and calling for the revival of tradition and culture also communicates that there are answers and resources already in the community. Bringing back traditions, like the bonfires in the post-war reconciliation process, helped communities experience a tradition that brought people together, encouraged them and was rooted in their tradition. It contradicts the message that resources and ideas only come from the outside. When conflict and disaster happens, the fabric of community is torn, the cup is cracked. A revival of positive culture and traditions helps to reknit society, repair the cup.





ABOVE Group work at CWMC training, Manowa, Kailahun District  
BELOW Building their own community center in Fadugu Madingo,  
Kasunko Chiefdom, Koinadugu District



## EXPLANATION OF THE PHASES

## Management Modalities

The Wan Fambul Framework is designed to support the MLGRD and the Ministry of Finance and Economic Development in facilitating the process for the next 5 years in order to develop a National People's Plan that is owned by the people from the sections, chiefdoms and districts up to the national level.

### Phase 1: Year 1

- Finalize framework design and complete national consultations
- Full piloting in 3 current pilot districts to finalize scaled-up design
- Partial pilot in 1 new district
- Development and piloting of Training of Trainers (ToT) materials and process
- Training of new Facilitating Partners (FPs) through the pilot district design work
- Building of national framework design support structures and Secretariat

### Phase 2: Year 2-4

- Maintenance in 3 pilot districts
- YEAR 2 Completion in 4th pilot district, move to maintenance
- YEAR 2 Roll out in 4-6 districts – depending on the number of national FPs
- YEAR 2 Design process and infrastructure for aggregating to a National People's Plan and for a phased approach to implementation of the National People's Plan
- YEAR 3 Roll out in 4-6 districts – depending on the number of national FPs
- YEAR 3 Completion of Year 2 districts; move to maintenance
- YEAR 3 Launch National People's Plan and launch national implementation process and infrastructure
- YEAR 4 Completion of Year 3 districts; move to maintenance
- YEAR 3 AND 4 Pilot process and infrastructure for aggregating to a National People's Plan, strengthen implementation process

### Phase 3: Year 5

- Inaugurate aggregated National People's Plan
- Updating, maintenance and sustainability of the system in all districts

## ROLES AND RESPONSIBILITIES

## Roles and Responsibilities

### Role of the National Government

The National Government will provide over-site and policy guidance to the WFNF. The MLGRD is partnering with Fambul Tok and Catalyst for Peace to spread the PPP and IDC formation process nationally. The goal of the National Framework is to create a policy environment that will help forge responsive, inclusive, participatory and representative decision-making at all levels in Sierra Leone's community development process. Policy change processes require engagements which draw evidences from communities—SDG 16.

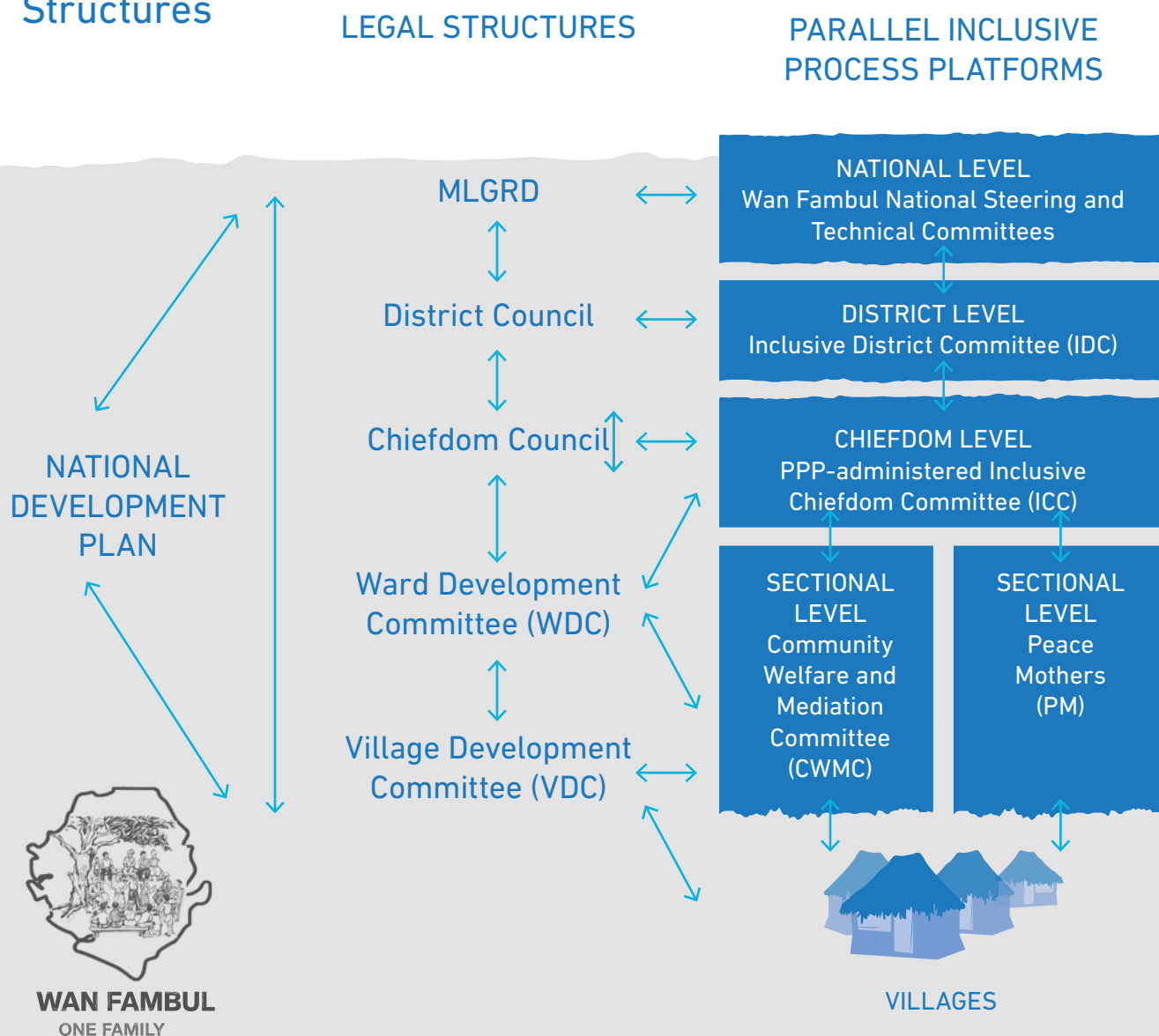
### Role of the District Councils

The main institutional focus of the WFNF is the District Council and helping to support complete devolution and decision-making about peace, security, and development at the grass-roots. The IDC structure and the PPP help the District Councils fulfill their purpose. This is the way that the national government believes that development can be taken to the “doorstep” of the people.

### Role of Facilitating Partners

With support from the international community, the WFNF will partner with local and/or international organizations and service providers with a proven track record to deliver on various aspects of the program. The MLGRD, the district councils, facilitating partners, and the Wan Fambul Secretariat will jointly implement the identified program components.

## Implementation Structures



## STRUCTURES

## Structures

### **Wan Fambul Secretariat**

The working body that supports the design, development, implementation and monitoring of the WFNF. The Secretariat will sit at Fambul Tok and will serve as the technical coordinating arm of the new collaborative partnership with the MLGRD and will also house the Technical Committee.

### **Wan Fambul National Steering and Technical Committees**

The WFNF will establish a policy level Steering Committee and an ongoing Technical Committee to plan, support and oversee the consultation, design and validation process, in a way that stays connected with the ongoing learning from the pilot districts; and presenting the validated WFNF at a national event. As the WFNF is implemented, the Technical Committee will lead the emergent design phase of how to connect the grass-roots to the district level to the national level and to support Sierra Leone in developing a truly National People's Plan which will impact how resources are used and development is undertaken.

### **Inclusive District Committee (IDC)**

To provide a viable platform (or safe space) for continued, collaborative engagement for district stakeholders/partners and community representatives in discussing their problems, plans and strategies for healing, recovery and development as well as their strategies for continued oversight of the PPP in the district. To help build bridges from communities to national development stakeholders.

### **Inclusive Chiefdom Committee (ICC)**

To provide a viable platform (or safe space) for continued, collaborative engagement for chiefdom stakeholders/partners and community reps in discussing their community peace and development problems, plans and strategies for healing, recovery and development as well as their strategies for continued oversight of the PPP at the chiefdom level. To help build bridges from communities to district development stakeholders via the IDC.

### **Community Welfare and Mediation Committee (CWMC)**

The CWMC members are responsible for mediating disputes in their villages and organizing their communities to continue the process of healing and recovery, to improve development practices, and to help coordinate community development initiatives. The CWMC members sometimes bringing bigger challenges to sectional rotational meetings (see below) for broader consideration. The CWMCs are established at the sectional and ward levels to repair the cracks in their community cups.

### **Peace Mothers (PMs)**

The Peace Mothers provide village women with the opportunity of coming together to support each other and work together for the healing and development of their communities. The Peace Mothers also provide opportunities for leadership development for women so they are able to participate in other community structures with increased strength and voice, which is critical for the process to be truly inclusive.

### **Facilitating Partners**

Civil society partners that facilitate various levels of the PPP and Inclusive Governance Process, according to the values and Operational Guidelines of the WFNF.

## Operational Guidelines

The Operational Guidelines (OGs) are a core part of the WFNF, and include a systemization of the development and implementation of the PPP and IGP developed from the learning in the three pilot districts over the past two years. The OGs will be critical in that if there is more than one Facilitating Partner, all partners will be working from the same manual and will have the same level of training support. Fambul Tok will be responsible through the Secretariat for finalizing, developing and training other Facilitating Partners in the operational guidelines.

## Gender Positive Approach

The incorporation of a gender positive approach into the design, development and implementation of the PPP and the IGP has been significant because the pilot districts are noted for entrenched cultural values that prohibit women from enjoying basic fundamental rights and entitlements, so the community mobilization process has been specially developed to counteract this gender imbalance, with focused attention on mobilizing women's voices and leadership. The WFNF will continue to support a gender positive approach in all levels of the Framework.

## Monitoring and Evaluation

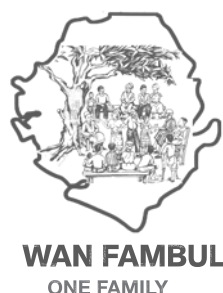
A monitoring and evaluation (M&E) framework will be developed during the Phase I of the Framework, during the design and development Phase. A WFNF-specific M&E handbook will be produced, covering M&E obligations and activities at each level of the program. The WF Secretariat will accompany the different levels of the government on the day-to-day aspects of setting up a program that can help the different levels of government have a real idea of what activities are taking place, where, and to what result.

The program activity strands will be assessed against results frameworks developed to include detailed qualitative performance indicators. Each of the Facilitating Partners (FPs) will report in the same manner so that data and indicators can be aggregated and a big picture can emerge.

An on-line database will be developed that will support all the components of this program. FPs will be obligated to use the same reporting platform and to regularly upload their indicators and monitoring reports so that both the MLGRD and the DCs have an accurate activity picture.

## Complement De-amalgamation

It will be a priority in finalizing the National Framework and rolling out the PPP to coordinate efforts with the De-amalgamation process at all levels, from the national through the district to the chiefdom level. The Ministry believes the PPP and Inclusive Governance Process can strengthen the de-amalgamated Chiefdoms and Districts, helping prepare them for success.





## Introduction

Even while there are distinct dimensions to the Wan Fambul Framework, which are designated here as separate foundations and pillars, the reality is that these foundations and pillars form an inter-connected whole. While it is conceptually useful to deconstruct many of the activities here to highlight the strength of the different dimensions, holding too firm a sense of programmatic separation is inaccurate and artificial. Most of the PPP and IGP activities are practiced in a holistic way that accomplishes multiple programmatic objectives simultaneously. Implementation is iterative, and circular: Resting on the fundamental commitments to consultative processes and ongoing learning and emergent design -- community healing leads to people-led planning; which creates and strengthens inclusive governance structures; which are enacted in a way that fosters mutually healthy partnerships and builds vertical linkages between levels; all of which are enlivened and magnified by strategic internal and external communications practices. This weaving together is what actually builds up the walls of the house – and the result is a strong community, district, and ultimately national ‘house.’ Sierra Leone’s Household of Peace.

## FRAMEWORK FOUNDATION AND PILLARS

## Consultative Framework Design

The framework will be a road map for resourcing and implementing a multi-year planning process for peace and development that will involve representatives from every village in Sierra Leone and create sectional, chiefdom and district inclusive committees that will complement and strengthen established local governance structures to further local peace and development agendas.

The initial draft framework is built on the learning from a comprehensive two-year pilot process in three districts, a process that mobilized and aggregated voices from village, through section, chiefdom and district level. The pilot IDCs are full partners in building the Wan Fambul Framework in order to roll the process out nationally. At every level of the PPP and IGP, consultative processes have been critical to laying the foundation for the success, sustainability, and local ownership, and they will continue to be so.

Inclusive district and national consultations on the draft framework will lay the foundation for district and national ownership of framework implementation, while also helping to forge healthy partnerships between all levels of actors, from local community through district, national and international levels.

## FOUNDATION A

### OBJECTIVE

To complete the consultative development of a National Framework that supports inclusive, community-centered sustainable development, while laying the foundation for animated, collaborative local governance.

### OUTCOME

The final development and initial operationalization of the Wan Fambul Framework for Inclusive Governance and Local Development in Sierra Leone, grounded in lessons from the three pilot districts, which strengthens the capacity of people and their communities to lead in their own development.

## FOUNDATION A OUTPUTS (CONT.)

- A national Framework is designed, developed and fully consulted by 16 districts in the first year of the program.
- A consultative infrastructure is established in every district to ground the subsequent implementation of the WFNF.

### ACTIVITIES

#### 1. Hire one National Framework Technical Advisor, one International Framework Technical Advisor and a Lead Strategist.

International and National Framework Technical Advisors to be seconded to the Wan Fambul Secretariat – to finish the consultative development of a National Framework through Consultation with the existing three pilot districts, district stakeholders in each of the remaining districts, and other national stakeholders – together with the Lead Strategist, who has led the PPP/IDC process to date.

The International Framework Advisor will guide the drafting and consultation process focusing on getting a draft and final version that has been developed based on consensus and which will include a log-frame, operational guidelines and a proposed implementation budget, timeline, and fundraising plan.

The National Framework Advisor will oversee the national and district level consultation process and incorporate input from the consultations into the framework draft; and be responsible for helping the Ministry set up and manage the Joint Technical Committee through the Wan Fambul Secretariat.

The Lead Strategist will provide core leadership and direction for the design and implementation process overall, and will cultivate and ensure the connection to the Community, Chiefdom and District leaders of the PPP and IDC process to date, including the ongoing lessons emerging from the work as it is happening.

#### 2. Support the development of a Wan Fambul Technical Committee, connected to the policy level Steering Committee.

In the first year of the Framework, the Wan Fambul Secretariat will support the MLGRD to set up the Technical Committee, made up of key national stakeholders, process experts, and leaders from the Pilot PPP and IDC process, anchored by/in the MLGRD and housed in the WF Secretariat, to support the finalization of the Wan Fambul National Framework in a way that helps lay the groundwork for its effective, sustainable, transparent implementation, over the long term in the first year of the program.

Support field visits for Technical Committee and Steering Committee members to observe and learn from the Pilot Districts, as well as regular national meetings to support the ongoing work of the Committees.

Work with the facilitating partners and Lead Strategist to support the development of a Wan Fambul Secretariat for the Framework Implementation process.



### **3. Host an inter-district learning and sharing conference to launch committees and draft WFNF, and begin the national consultation process**

The MLGRD in conjunction with the Wan Fambul Secretariat will convene a 1 to 1 ½-day Learning and Sharing Conference in one of the pilot districts, to consolidate the learning from the pilot and strengthen the pilot PPP and IDC leaders' ability to bring their leadership into the national process, and to educate a cross section of national leaders (district and chiefdom leaders; women and youth leaders; the Steering and Technical Committee members, and other key national development and governance stakeholders) about the PPP and Inclusive Governance Process (IGP), and lay the groundwork for further national and district consultations; and

The District Learning and Sharing Conference will be followed with a 1-day orientation and launching meeting for the Steering and Technical Committees where the Wan Fambul Draft Framework Process will be officially launched.

### **4. Consult and Validate the Framework**

#### **Hold 16 district consultations within three to six months of the start of the WFNF**

- Consult and validate the Framework across all Districts and with all relevant district stakeholders.

#### **Hold national consultations**

- The WFNF Secretariat and the MLGRD will consult and validate the Framework through a series of day long meetings with civil society, governmental or inter-governmental agencies. This is expected to be done primarily in Freetown.

### **5. Final draft consultation with Technical and Steering Committees**

The final draft will be reviewed by the Technical and Steering Committees to confirm that the voices of the district consultation process have been reflected in the finalized version to be sent by the Minister to the President and cabinet for approval.

### **6. Transition to Implementation**

Continue to fund raise for the Framework implementation of years 2-5. Additionally, the Secretariat will begin to identify and train the Framework FPs to prepare for rolling out in other districts from year 2.

## FOUNDATION B Learning and Capacity Strengthening

### OBJECTIVE

To lay the groundwork for healthy internal and external engagement with local, national and international stakeholders; preparing communities to effectively carry out the People's Planning Process (PPP) and the Inclusive Governance Process (IGP) through training, cross-district learning conferences and opportunities for healthy engagement with local resources and international organizations and donors.

### OUTCOME

Leaders at all levels prepared to implement the PPP and IGP, to participate in inclusive governance structures effectively, and to be connected with each other in ways that mutually enhance leadership capacity.

### OUTPUT

- Local, district, inter-district and national learning materials and mechanisms are developed, along with initial global learning/practice community activities that connect into and learn from the emerging process in Sierra Leone.

### ACTIVITIES

#### 1. Capacity Strengthening of the IDCs to undertake the work of the District People's Planning Process (DPPP).

The WFNF will provide training for the various levels of the inclusive structures, with a focus on the IDCs and the ICCs, in how to govern themselves and how to engage effectively with the other formal and informal local, district and national structures. It will also work to strengthen the capacity of how the structures link with other inclusive structures at both lower and higher levels.

#### 2. Capacity Strengthening of the District Councils to undertake the work of the People's Planning Process (PPP) and IGP in the District.

This activity will provide basic capacity building grants to the District Council, focusing particularly on the District Planning Office (DPO) and Accountant offices and the various District Council (DC) committees that are tasked with development in the Local Government Act 2004. Each year a small grant and limited logistical support will be made available to support the District Planning Office at the District Council to better engage in the inclusive processes at the district, chiefdoms, sections and villages within their locality. This could include funding for local transportation, stationary, additional training, etc.

#### 3. Develop and refine Operational Guidelines and develop TOT materials.

The further development of the Operational Guidelines will occur throughout the WFNF design process. The Operational Guidelines are a core part of the WFNF, and include a systemization of the PPP and IGP work in the districts based on the learning in the pilot districts. Going forward, this will also include operationalizing the devolution of the PPP to the IDCs, the process for which will be further refined in year 1 of the Framework.

The core of the Operational Guidelines will be the development of Training-of-Trainer (ToT) materials for core elements of the implementation process, especially the PPP





and IDC and CIC formation, growth and stability. This will be foundational to successful implementation of the WFNF after its launch, supporting capacity to expand to other districts across the country. Fambul Tok has begun this process, but it will continue and expand.

*Space for learning, reflection, collaboration and planning is essential. What has been notable about the pilot ... is that it has come from the ground up through an emergent design process.*

#### **4. Learning spaces are created to support cross-district learning and sharing as the PPP and inclusive structures are developed.**

Space for learning, reflection, collaboration and planning is essential. What has been notable about the pilot of the PPP and the IGP is that it has come from the ground up through an emergent reflection design process. There have been concerted efforts by both Fambul Tok and their partner, Catalyst for Peace, to ensure that stakeholders have the time and space to reflect on the post-war period and Ebola/ post-Ebola experience, to interact with each other and determine together how they want to move forward. Peer learning - learning from and with the other pilot communities and districts – is an important component of strengthening the IDCs.

#### **5. Hold a Global Learning Event.**

An international conference to showcase process and results with African and global leaders / practitioners; this would be planned to take place after the national consultation process is finalized so that lessons from the consultations can be incorporated.



Wan Fambul National Framework retreat (November 2018) Belfast, Northern Ireland including Minister of State Hon. Frances Piagie Alghali; Minister of Local Government and Rural Development Hon. Anthony Brewah; and Deputy Minister of Planning and Economic Development Dr. Robert Tamba Michael Chakanda





CWMC community representatives after the training in Bambuibu, Tommy Section, Moyamba District







## National People's Planning Process

The PPP is a proven community mobilization process. It is anchored at the chiefdom level, and it engages and aggregates every village, section and ward within the chiefdom in three primary areas: 1) identifying their most important recovery and development needs, 2) identifying not only what they would like outside help with but what resources they already have to begin to address their needs on their own, and 3) mobilizing community decision-making and planning/implementation to move forward in meeting those needs. Besides yielding concrete, community-owned sectional and chiefdom plans, the PPP also establishes an infrastructure at the village, sectional, ward and chiefdom level to sustain the community mobilization process, including supporting the plans' ongoing implementation. Through the development of the IDCs, the PPP is fully grounded and supported at the district level.

### PILLAR I

## Community Healing, National Cohesion and Resilience

### OBJECTIVE

Bringing communities together through recovery and healing processes and collective action to repair the community "cup," including elevating women's leadership, to strengthen individuals and relationships to support conflict and crisis prevention and good planning based on the full resource base of the community.

### OUTCOME

Healthy, whole communities, capable of leading their own development and peace initiatives, and of mobilizing effective crisis response.

### OUTPUTS

- Functional sectional Community Welfare and Mediation Committees (CWMCs) and Peace Mothers groups (see Pillar 3)
- Sectional recovery, healing and prevention plans aggregated to Chiefdom People's Plans (see Pillar 2) from 190 Chiefdoms

### ACTIVITIES

- 1. Facilitate discussions in district, chiefdom, and sectional meetings about the conflicts that need to be resolved and the impact of violence and disaster in the community.**

Key to rebuilding after violence or disasters and repairing the cracks in the community 'cup' is healing rifts and wounds in the community. Grudges and conflicts keep people apart and lead to cracks growing further and weakening a community's ability to plan, prioritize and lead activities that improve the community. Reconciling and healing rifts is required for peace and development activities.

- 2. Accompany communities in healing ceremony if needed (in cases where large conflicts are inhibiting the ability to come together and engage the PPP), drawing on cultural resources.**

The PPP and the broader inclusive organizing process grew out of Fambul Tok's post-war community reconciliation work and mobilizing community leadership in responding to and recovering from the Ebola virus disease (EVD). Fambul Tok's approach to community reconciliation was in response to the externally-driven



recovery and development efforts after the war. Through an inclusive community-centered process, Fambul Tok facilitated the creation of community structures that enabled communities to lead their own reconciliation efforts as well as follow-up peace and development initiatives, such as the formation of the Peace Mothers—a women’s group designed to bring women’s leadership to community improvement initiatives.

**3. Conduct Community Welfare and Mediation Committee (CWMC) trainings in all sections, which liaise to other community structures, including Village Development Committees (VDCs) and Ward Development Committees (WDCs), as appropriate.**

The purpose of the CWMC training is to form and train the members, especially the executive members of the CWMC. The Committee members are responsible for mediating disputes in their villages and organizing their communities to continue healing, recovery and development, sometimes bringing bigger community challenges to sectional rotational meetings (see below) for broader consideration. Community Welfare and Mediation Committees (CWMCs) are established at the sectional and ward levels to repair the cracks in their community cup. They resolve conflicts and organize collective development projects. They also play a key role in compiling the sectional People’s Plan by bringing their villages’ priorities to the planning process. The CWMC sectional committee forms an important part of a larger district organizational structure. They provide monitoring and supervision of development activities at the sectional level.

**4. Establish the Peace Mothers forums in each section in ways that allow them to liaise to other community structures, including Village Development Committees (VDCs) and Ward Development Committees (WDCs), as appropriate.**

During the Ebola crisis, the structures Fambul Tok created in communities, especially the Peace Mothers, mobilized to do prevention and response work from within their communities, an approach that proved to be very effective.

**5. Rotational meetings of the CWMC and the Peace Mothers in each section**

Sectional rotational meetings are key platforms that support total ownership of the PPP by the communities. The rotational meetings promote transparency and accountability. Each village reports on the activities they are doing and the conflicts they are addressing. This is also a way that they find their own answers. They share lessons learned and share challenges that other villages can support through ideas or direct intervention. It is important to note that the sectional rotational meetings provide a forum for follow-ups on the ongoing activities/plans of the villages in relation to their stated village activities and prospective needs identified in the PPP document.

**6. Establish Chiefdom Inclusive Committee (CIC) and process for liaising to the Inclusive District Committee (IDC).**

As the sectional plans and process are aggregated to the Chiefdom level, the result is a Chiefdom People’s Planning Process (CPPP), including the creation of a Chiefdom Inclusive Committee, with the foundation of sectional representatives nominated by the CWMC and PM bodies. The purpose of the CIC is to create an opportunity for community members, chiefdom leaders and other partners to discuss and strategize on implementation of CPPP and set up an inclusive monitoring committee with specific mandate, roles and responsibilities within the Chiefdom that includes both WDCs and VDCs. District Planning Officers and other District Council stakeholders should take the lead in supporting the chiefdom’s

## PILLAR 2

logistics and facilitation.

### Community-owned and Led Development

#### OBJECTIVE

Prepare communities and districts across Sierra Leone to own and lead their own peace and development processes through inclusive planning processes, in order to use internal and external resources effectively.

#### OUTCOME

A planning process that has included diverse stakeholders and reflects the needs and priorities of the communities that it has involved, and that mobilizes communities to begin development projects on their own, as they are able.

#### OUTPUT

- People's Plans that are inclusive and reflective of the actual needs of the people and are owned by the sections, chiefdoms, districts and nationally.
- Community groups (CWMCs and Peace Mothers) undertaking local development projects, in every section in the country.

#### ACTIVITIES

- 1. Initial district meeting to consult and get invitation from the District Council to work in the district. And initial meetings with communities at the district, chiefdom and section levels.**

Initial meetings are held with the Chair of the District Council and other key DC stakeholders. Importantly the other pilot district participants can be instrumental in explaining how the PPP and the Inclusive Governance process can be implemented in a new district.

Once the request to work in the district has been formally made by the District Council chair, training is given to the District Planning Officer and other key District Council staff who, along with the Facilitating Partners (CSOs and MDAs), will visit the various villages, wards, section and chiefdoms to lay the groundwork for the PPP.

- 2. Sectional Community Preparedness Meetings with community representatives that each village has nominated.**

The purpose of these meetings is to explain the PPP, for participants to interact, discuss the post-war and post-Ebola activities and how they intend to carry out activities supported by the PPP. They are also designed to solicit buy-in to the PPP and assign clear roles and next steps for carrying out the PPP. This is done through a series of meetings.

- 3. Create sectional plans for healing, recovery, prevention and ongoing development, which are then aggregated into a Chiefdom People's Plan. The Chiefdom People's Plans are then presented to the District Council.**

To create an inclusive space where chiefdom stakeholders can coordinate the programs and activities of the various community structures in the chiefdom for effective monitoring and implementation of the PPP, as well as keep track of their development priorities and create spaces of discernment and support for each other



in working through community conflicts that inhibit development and resilience.

After the first Chiefdom PPP is completed in a district, a District stakeholders meeting is convened where the PPP is explained, and the People's Plan is presented. This becomes the beginning of the formation process for the IDC, further explained in Pillar 3.

**4. Facilitate CWMCs, Peace Mothers groups, and ICCs in undertaking development projects as they identify and prioritize them.**

Once the Chiefdom PPPs are created, and the inclusive governance structures established, the CWMCs, the Peace Mother and the ICCs are mobilized to identify priority areas for collective action and to begin to address community needs themselves. Roles and responsibilities are defined collectively. The roles include: logistics (date, venue, food, and facilitations); sensitizations and invitations for the meeting, creation of agendas; budgeting; on-going communication with stakeholders for their feedback and responding to questions. It is important that the existing structures such as the VDCs and the WDCs are included in the inclusive governance structures at village, section and chiefdom levels.

**5. Establish process for District Planning Officer to aggregate Chiefdom People's Plans into the District Development Plan (DDP), in partnership with the IDC.**

The District Planning Officer will be responsible for aggregating the various chiefdom People's Plans into the DDP, resulting in a District People's Plan, guided by the IDC. The process of aggregating the CPPs in the DDP will be done in consultative manner that is led by the IDC. The national ministries like education, health, security, infrastructure and agriculture, etc will be responsible for feeding into the DDPs from the lowest level of the village, section and chiefdom. Thus by the time the DDP is being aggregated the national ministry staff will have already engaged with the grass-root in order to understand their needs and priorities per sector.

**6. District Development Plans are aggregated in a National Plan.**

The Wan Fambul technical committee will take the lead on helping to determine exactly how this process will be designed. As the first three pilot districts develop their DPPs the technical committee will work with the Development Planning Ministry to develop the process for aggregating grass-root development concerns and priorities into what will eventually become the National Development Plan-NDP. This process is not yet designed and will be developed over the course of the five years of the WFNF design and implementation. It is important that this part of the WFNF remains emergent and unknown for now. Many of the connections and linkages of Pillar 4 are linked to this process that is yet to be fully understood.

**7. Build channels for implementation of People's Plans, at sectional, chiefdom, district and national level.**

Work with IDCs, district councils and appropriate national service providers to identify how communities can be supported in carrying out their development plans.

**8. Devolve the implementation of the PPP to the IDCs and the renewed local governance structures.**

Once the inclusive governance structures are firmly rooted, training them to implement the PPP will provide the avenue for sustainability. It will also be important that as districts and IDCs become experts at leading local development initiatives that they will also be valuable for teaching other Sierra Leoneans similar skills in other districts that are still not as far along. This way the local capacity to do the interventions will continue to be practical in the local context.



## PILLAR 3

### Inclusive Governance Structures

#### OBJECTIVE

Ward, chiefdom, district and national levels consistent with Sustainable Development Goal (SDG) 11 & 16.

#### OUTCOME

People and communities are effectively involved in their own governance and able to lead their own development.

#### OUTPUT

- The establishment of functioning inclusive structures at the sectional, chiefdom and district level, including CWMCs, Peace Mothers, ICCs, and IDCs in 16 Districts, such that existing development and governance structures are animated.

#### ACTIVITIES

##### 1. Development of key structures at the sectional level (see Pillar 1)

*Peace Mothers promote inclusive governance through giving voice to the women in the community.*

The key structures to form at the sectional level are the Community Welfare and Mediation Committees (CWMC) and the Peace Mothers. Both of these inclusive structures include members of both the Village Development Committees (VDCs) and the Ward Development Committees (WDCs).

The CWMC is comprised of two people from each village chosen by their community for their ability to listen and represent the needs and concerns of their communities. There must be one man and one woman in the pair that represents the community. They promote inclusive governance because the community's concerns and priorities are carried by the CWMC into a body that works on conflicts and takes responsibility for promoting the development needs of the community.

The Peace Mothers promote inclusive governance through giving stronger voice to the women in the community who are better able to represent their concerns and priorities to the CWMC, the other leaders in the community, and are more likely to contend for "official" community leadership positions.

##### 2. Formation of the Inclusive Chiefdom Committee (ICC) (see Pillar 2)

In order to aggregate sectional plans to a Chiefdom People's Plan, each participating section chooses representatives to form the CIC, along with chiefdom leaders, local councilors, Ward Committee representatives, NGOs/CBOs/MDAs representative operating in the chiefdom, the District Planning Office and a representative from the District Council. After the creation of the Chiefdom People's Plan, the purpose of the CIC is to create an inclusive space where chiefdom stakeholders can coordinate the programs and activities of the various community structures in the chiefdom for effective monitoring and implementation of the PPP, as well as keep track of their development priorities and create spaces of discernment and support for each



other in working through community conflicts that inhibit development and resilience. It is also the structure that liaises between the IDC and sections and villages on development.

### 3. Formation of the Inclusive District Committee (IDC);

The purpose of the IDC is to provide a space for all development stakeholders in a district to work together effectively, to collaboratively set their district development agenda, and to oversee the implementation of the PPP across the District. Once the first Chiefdom PPP has been completed in a new District, all the peace and development stakeholders (including the District Councils, Traditional Leaders, MDAs, NGOs/INGOs, CSOs, Women, Youth, Disabled, Inter-Religious, and Community Reps) gather to learn about the Plan and the process of creating it. They reflect together on what has worked and what hasn't worked in recovery and development, what challenges they want to address, and how they want to address them. The stakeholders are facilitated through a collaborative formation process, during which they collectively 1) establish the purpose and mandate of the Committee; 2) determine the roles and responsibilities of the Committee, members and Executive, and how it wants to work; 3) determine what is needed for this committee to form and function effectively; and 4) identify next steps.

### 4. Support ongoing IDC activities to strengthen district development agendas through collaborative problem solving of obstacles to effective action, including, for example, negotiating joint revenue mobilization i.e. between District Councils and traditional leaders;

The activity builds on the key issues the pilot IDCs identified and mobilized activity around. Joint revenue mobilization agreements are accomplishments of the pilot IDCs. Resource and political conflicts between the district structures and the chiefdom structures are common in Sierra Leone. Because of a lack of legal clarity, there is a lot of grey space around how the chiefdoms and the District Councils are meant to work together. The PPP helps to begin a constructive dialogue between the two devolved entities and begins to bring clarity to the relationship. It must be seen as a part of the process and not a goal to achieve.

### 5. Formation of national structures.

The WFNF will establish a policy level Steering Committee and an ongoing Technical Committee to plan, support and oversee the consultation, design and validation process, in a way that stays connected with the ongoing learning from the pilot districts. They will support and/or lead in ongoing resource mobilization to support the WFNF. They will help mobilize and oversee new facilitation partners. As District People's Plans (DPP) are aggregated to the national level, these national structures will also lead the way in bridging to relevant national structures, processes and resources to support the smooth implementation of the DPP and other national processes.

## IDC GUIDELINES

The work of the IDC and its constituent committees is inclusive, transparent and guided by a spirit of selfless service on behalf of and accountable to the people. It works in a way that promotes coordination and cooperation and is complementary with existing entities in all sectors. Its core mandate is to:

- Coordinate all peace and development initiatives in the district in a way that helps all existing sectors fulfill their purpose in service to the communities and people.
- Facilitate communication and information flow between existing structures across all levels in the district.
- Ensure appropriate oversight, monitoring and evaluation of all development projects in the district from awarding of contract to completion, and when appropriate to recommend termination of a contract.
- Facilitate the People's Planning Process (PPP) across the district.
- Facilitate healing and reconciliation activities across the district
- Serve as a bridge between communities, district, regional and national structures.
- Promote women's participation and leadership in all aspects of the development process.
- Mobilize the resources required for the effective functioning of the IDC.

## PILLAR 4

# Healthy Partnerships and Linkages

### OBJECTIVE

Create whole and healthy cross-sector (between communities, civil society and government) and cross-level (from local to chiefdom to district, national and international) partnerships that support inclusive development processes and effective use of resources with communities at the center.

### OUTCOME

Effective flow of ideas and learning from communities through district to national levels; and policy, practice, and infrastructure designed to support the creation of healthy communities.

### OUTPUT

Mechanisms that support effective communication, coordination and inclusive decision-making practices between the sectional, ward, chiefdom, district, and national inclusive infrastructure.

### ACTIVITIES

**1. Develop internal communication and coordinating channels (emerging from the participatory design processes of Pillars 1-3) for ongoing flow of learning from villages to sections to chiefdoms to districts to national to international levels**

For example, this type of internal communication is embedded in an IDC executive meetings, district, chiefdom, and sectional consultation processes, and the National Steering and Technical Committee meetings. Information and learning from the PPP needs to go both vertically and horizontally.

Major peacebuilding and development stakeholders in Sierra Leone's districts including traditional and government leaders, CBOs, NGOs and community representatives to discuss lessons learned from post-war and post-Ebola recovery, share the Chiefdom plan, describe the planning process and discuss moving forward. So far, the district conferences and the inter-district sharing and learning conferences have led the IDCs to plan, support and oversee the consultation, design and validation process, in a way that stays connected with the ongoing learning.

**2. Host sector and cross-sector dialogues/consultations at villages, sectional, chiefdom, district, national and international levels.**

There are often disconnects between these levels. Each inclusive governance structure (see Pillar 3) will liaise with the structures at the levels next to it (from local, to sectional, chiefdom, district, national and even international), creating mechanisms to keep communication flowing between them.

**3. Host quarterly meetings at the district levels for all stakeholders: DCs, IDC, services providers, and others**

IDC executive meeting provides a viable platform (or safe space) for continued engagement with district stakeholders/partners and community representatives in discussing their problems, plans and strategies for healing, recovery and development as well as their strategies for continued oversight of the PPP in the district. Additionally the meetings with the full group of district stakeholders (district stakeholders' dialogue meetings), which include representatives of national



ministries, provide valuable connections with communities around key service delivery areas such as health, education, security, agriculture, etc. They provide a space for key donors to hear from the communities what their needs and goals are.

**4. Develop and capacitate both the national Steering and Technical Committees around planning and implementation norms that hold communities at the center, privileging district and community voices and representation.**

This activity will intentionally look to bring learning generated at the community/districts level to the national level.

**5. Develop and implement communications skills training for 'frank talk' in support of common action at all levels of the process.**

One of the most useful aspects of Fambul Tok's approach to the PPP and IGP is learning how to lead the different levels of the inclusive governance structures in what is called "frank talk," where difficult issues and conflicts can be discussed within the community maybe for the first time—when people give up political affirmations, ethnicity, and even age as the main basis for decisions.

*In 'frank talk,' difficult issues and conflicts can be discussed within the community, maybe for the first time, when people give up political affirmations, ethnicity, and even age as the main basis for discussions.*

**6. Host national dialogue on healthy partnerships**

It is envisioned that annual national dialogues on healthy partnership will start in Year 1, and will serve as spaces where national and international stakeholders learn from and with stakeholders from every level of the PPP and IGP. In the program's emergent design process, the results of these dialogues, where people's and community's interests and voices are central, will impact the ongoing program development. Over the course of 5 years, this will be contributing to new ways of doing business across the development arena.





Peace Mothers record earnings from their market initiatives





## CROSSCUTTING Strategic Communications

### OBJECTIVE

To inspire a national movement for devolution, people-owned and led development, and inclusive governance structures, fostering renewed hope and strengthened national identity through Sierra Leone cultural expression, as a cross-cutting initiative.

### OUTCOME

Citizens have a renewed pride in and feel that they are a part of a development agenda of the country that is not based on partisan politics but the good of all the people, and people, communities and districts are learning from each other, in ways that strengthen their development practice.

### OUTPUTS

- Distributing consistent messaging across the nation about the development agenda.
- Sharing lessons from one community or district to another leading to national learning.

### ACTIVITIES

#### 1. Development of a communications unit to coordinate messaging and activities.

It is the responsibility of the WFNF Secretariat to plan and ensure execution of the information in this cross-cutting and critical element of the WFNF.

#### 2. Unified Brand Management

The four pillars of the NPPP form the backbone of the Framework. They offer the space and means for people to share their stories and build understanding between regions. It is essential that these elements of the project have a clear, strong and credible brand. The program will develop the brand and ensure that it is embedded throughout the other elements of the project.

The brand can act as a symbol for peace and hope; a public expression of a personal commitment for reconciliation; a strong symbol of unity that is supported by the cultural importance of both the tree (in the logo) and the hut/court barrie (of the framework format). By creating an inclusive and positive umbrella brand, the project will have the potential to bring other organizations and individuals who are working towards similar goals into the program. This will help build the project into a broader grassroots movement that can be mobilized for peace and reconciliation. Throughout the WFNF brand continues to be central.

The strategic communications element will both capitalize on the work and progress going on in the regions with outreach amongst ordinary Sierra Leoneans, and foster individual participation as well as collective unity. It is intended to build credibility, establish trusted media conduits, and unite Sierra Leoneans through the sharing of locally-generated, relevant content within a message of hope, whilst building a positive future and strengthened identity.

The plan will be complementary and flexible, allowing for content that is relevant, up-to-date and targeted to the situation at hand. It will be strengthened by appropriate research to ensure specified needs are identified and messaging is defined and operationalized. It will incorporate the communication output streams of cultural arts and also participative and educative communication tools (see below).



### 3. Use of Cultural Arts

The arts have been used to communicate the human experience in ways that have sometimes nurtured peace and other times fostered violence. Sierra Leone respects its oral history and its cultural arts. Use of the arts has proven to contribute crucially to the process of conflict transformation nurturing constructive expression, and in the establishing of channels of communication between communities, districts, regions and the nation. Consequently, the program will be grounded in the oral, artistic, and dance traditions.

WFNF will support regional networks and spaces for artists, who will be supported with access to materials to create social commentary, addressing issues such as peace, reconciliation, and community trust building. Artists

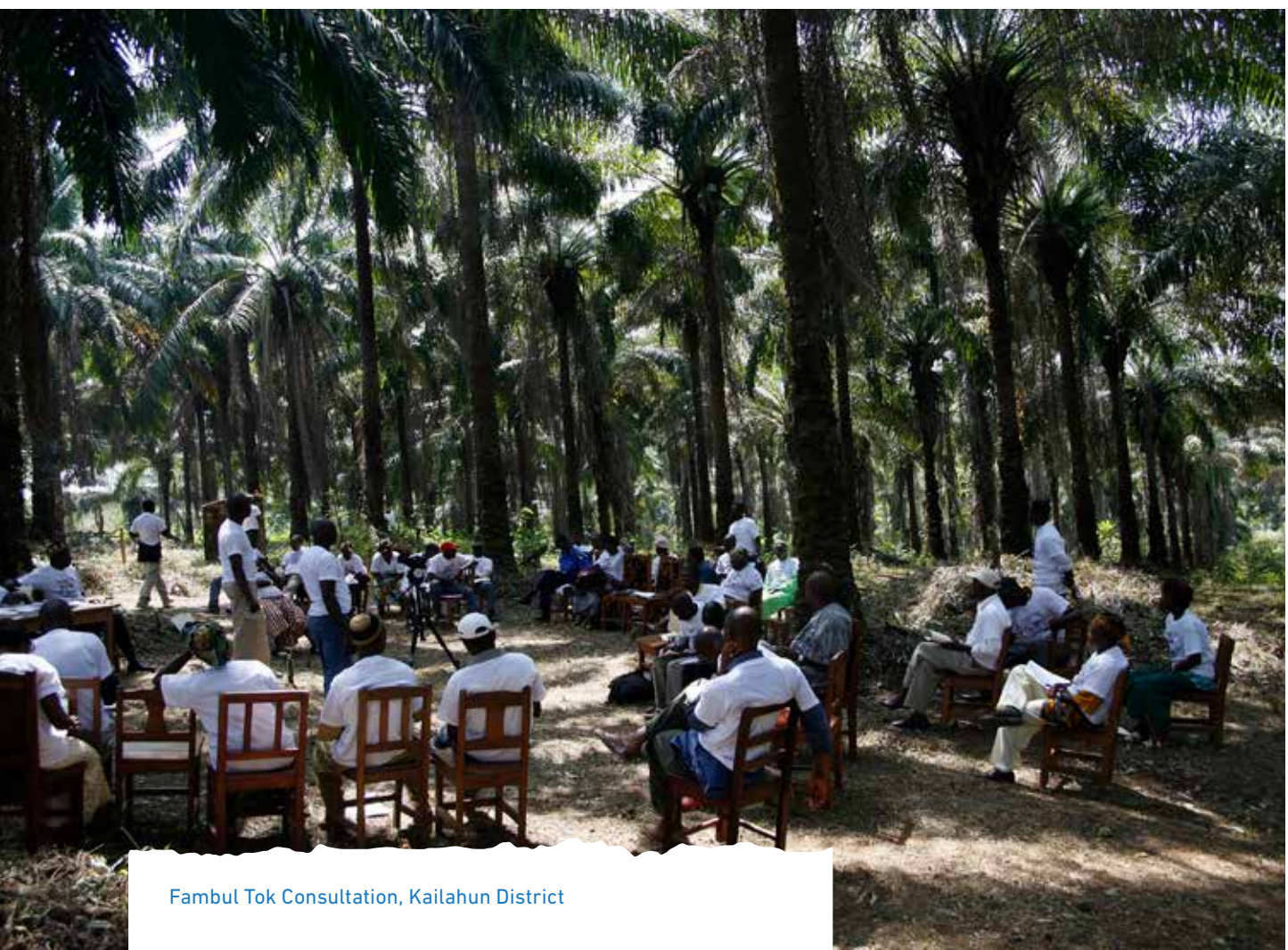
who are invited to join will actually participate in the NPPP at the grassroots level and civic levels so that they can bring new ideas and ways of thinking into how they express what they see about the process. They will create socio-drams, billboards, poems, murals etc. to deliver messages through the range of options laid out in the strategic communications plan.

*Use of the arts has proven to contribute crucially to the process of conflict transformation nurturing constructive expression, and establish channels of communication between communities, districts, regions and the nation.*

### 4. Integrating communications materials throughout participatory design and implementation process by using participative and educative communication tools and operational data.

Programming will be designed to support the community level consultations and planning processes for the NPPP and Inclusive Governance. These tools will support the standardized and consistent roll out of key programmatic elements. These tools, some of which are already in use by FT will be modified and applied through an iterative process as the program unfolds. It is the responsibility of the WFNF Secretariat to plan and ensure execution of this information.





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## PHOTOS

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