**Justice Sector of Sierra Leone**

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**Reform Strategy and Investment Plan V**

**(2024-2028)**

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Forward

List of Acronyms

Chapter 1: Introduction

The Justice Sector of Sierra Leone’s Strategic Plan (2024 -2028) builds upon the achievement of the Justice Sector Reform Strategy and Investment Plan IV (JSRSIP 2018-2023). It gives directions to the sector within the period specified that are geared towards supporting the country’s aspiration of increasing access to Justice and safeguarding the rule of law. The Strategic Plan is intended to establish a planning and implementation framework that is aligned with the country’s national development plan and other commitments made in the New Direction Manifesto of 2023-2028 that seeks to consolidate gains made in improving access to justice in the last five years of the current Government, and accelerate transformation. A key aspiration of that commitment is advancing rule of law, promoting justice and human rights.

The Plan is also situated within the National and Sector planning frameworks. In developing the plan, considerations were also given to progress made under the JSRSIP IV and existing challenges. It has been developed using the well-established sector coordination structures led by the Justice Sector Coordination Office (JSCO) and involve all stakeholders in the justice sector. The consultations identified key sector priorities and these have been consolidated to produce the Strategic Plan. Ultimately, the Strategic Plan is to enhance service delivery by all institutions in the Justice Sector.

As at date, four Sector Reform and Strategic Investment Plans have been developed and implemented, and these have resulted to notable improvements broadly on access to justice delivery in the country. Despite the gains, there is still challenges though significant, are not insurmountable. There is still huge backlog of cases in the court system, high number of inmates in the Correctional Centre that are unsentenced, overcrowding, and public perception issues, to name a few. These challenges continue to impede the dispense of equal justice services to citizens, including female and marginalized groups. Nonetheless, the Justice Sector reform agenda is ongoing and aiming to address the bottlenecks in the system to improve access to justice, the rule of law, security and well being of citizens.

* 1. Processes and Approach in Developing the Strategic Plan

The Justice Sector of Sierra Leone Strategic Plan (2024 -2028) was developed in a participatory and consultative process. This is to ensure sector-wide ownership by all institutions involved in justice delivery. The processes involved first conducting a desk review of various justice sector documents including the JSRSIP IV. Findings from these reviews were consolidated to come up with the underlying issues which formed the basis for consultations with sector institutions. The next phase was the conduct of series of wide-ranging consultations where representatives from sector institutions were engaged in a process to gather strategic inputs. Several meetings were held to review the performance of the previous plan and gather feedback from stakeholders. These meetings were vital in assessing the strengths, challenges and opportunities in the Justice Sector.

Chapter 2: Justice Sector Institutional Framework

The following Ministries, Department and Agencies are considered to make up the justice sector of Sierra Leone:

* The Office of the Attorney-General and Minister of Justice
* The Sierra Leone Judiciary comprises the Supreme Court, Court of Appeal, High Court, Magistrates’ courts and, most recently, Local Courts
* The Ministry of Internal Affairs
* The Sierra Leone Police
* The Sierra Leone Correctional Service
* The Legal Aid Board
* The Anti-Corruption Commission
* The Human Rights Commission of Sierra Leone
* The Judicial and Legal Service Commission
* The Law Reform Commission
* The Office of the Administrator and Registrar General
* The Independent Police Complaints Board
* The Office of the Ombudsman
* The Sierra Leone Law School
* The Office of National Security
* Sierra Leone Bar Association

Chapter 3: Strategy Direction and Priorities

This Strategic Plan is a sector-wide strategy for all justice institutions and aligned with the overall vision of accessible, fair and expeditious justice delivery for all citizens. It enables each justice institution to integrate its aspirations into the jointly agreed strategic framework. This will ensure that independence of these institutions is maintained, while enabling more effective service delivery, development initiatives, and reporting of results to be achieved based on an agreed strategic framework that encapsulates sector concurrence on the strategic priorities that are most important so that justice institutions can undertake reforms in a coordinated and strategically coherent manner as well as a common understanding of how the institutions will contribute to achieving the mission of sustained national peace, security and economic progress for all citizens.

The Strategic Plan is framed for the justice sector institutions to closely collaborate in its implementation and have a joint responsibility for achieving the performance metrics, as well as demonstrating that systematic progress is made against these. Furthermore, the Strategic Plan also provides a mechanism by which the justice sector institutions can coordinate at operational and strategic levels.

The Strategy makes certain assumptions that are critical for the success of its implementation and these include;

1. There is ownership by sector institutions and there is commitment to the implementation of the Plan.
2. There is acceptance and cooperation by the JSCO and other stakeholders.
3. There is an acknowledgement of the critical requirement to work together and streamline service delivery that ensures reform effectiveness.
4. Availability of financial resources to support the implementation of aspects of the Plan.

The overarching goal of this Strategic Plan is to have a Sierra Leone with an effective Justice Sector enabling increased access to justice, expedition of justice, protection of human rights and opportunities for economic development. In order to meet this objective, the following six outcomes have been identified;

1. Increased Equal Access to Justice for All
2. Improved Case Management Infrastructure and Expedited Justice Systems
3. Enhanced Adherence to Human Rights and Rule of Law
4. Strengthened Capacity for Improved Service Delivery of Sector Institutions
5. Enhanced Safety and Security of Citizens and Property
6. Improved Public Perception in Justice Institutions and Service Delivery

Strategic Objective 1: Increased Equal Access to Justice for All

While public accessibility to justice has undoubtedly improved over the past decade, the demand for justice across the country still far outweighs the supply. If the justice sector is to successfully meet the needs of all Sierra Leoneans striving to achieve justice, meaningful developments and collaboration must be undertaken to expand equal access to justice for all across the country. MDAs and relevant CSOs must cooperate in order to successfully provide justice throughout Sierra Leone.

Areas of Interventions:

* Enhancing justice delivery structures, and building capacity in the formal sector.
* Equipping justice institutions with necessary resources for success.
* Improving community engagement with local justice structures.
* Building the capacity of Chiefdom Police Force, Local Courts and Justices of the Peace (JPs) to support local justice delivery.
* Supporting operations of the Legal Aid Board and the Law Officers Department.
* Strengthen coordination with and among all justice delivery actors and institutions.
* Perception of Judicial Independence and Impartiality Improved

Output 1: Increasing the number of operational formal justice sector institutions

A number of courts have been established in district headquarter townships in recent years. While this is a good step forward, more needs to be done. Continuing to increase the number of justice institutions across the country is an option for a more long- term and sustainable solution, and will contribute to establishing a strong judicial infrastructure. Another solution may be to push for the Criminal Procedure Act (CPA) 1965 to be passed into law with the aim of introducing alternative sentencing in Sierra Leone other than imprisonment and fines.It is acknowledged that the government has prioritized the enactment of a new Criminal Procedure Act which would comprehensively and progressively reform the country’s criminal justice system. Additionally, enhance support structures to ensure that the Bail regulations are adhered to, with police bail reformed. This in combination with increasing justice dispensation mechanisms will help decrease the drastic backlog and number of people held in remand than what the justice sector is currently facing. In addition to simply increasing the number of operational institutions, focus should be placed on ensuring the courts are adequately equipped to deal with emerging crimes and the use of diversion as a means of preventing the further clogging of the system.

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| Output | Interventions | Performance Measures |
| Increasing the number of operational formal justice sector institutions | Construction of additional courts, Police Stations, Correctional Centers and other structures across the country | Number of courts, police stations, correctional facilities and other justice structures established |
| Renovation and use of the Special Court for Sierra Leone facility as a “One Stop” justice facility, housing all relevant MDAs | The Special Court facility functions and is used as a “One Stop” justice facility housing all relevant MDAs |
| Construction of alternative detention centers for those in remand, and not yet convicted | Number of permanent courts in operation across the country replacing Saturday and Mobile courts |
| Recruitment of resident judges, magistrates, support staff across the country. | Number of Resident Magistrates and Judges increased |
| Construction of residences for judges, magistrates, and state counsel in the provinces | Secured accommodation for judges, magistrates and state counsel. |
| Training of judges, magistrates, state counsel, police prosecutors and other legal practitioners and the general populace on the new Criminal Procedure Act (when passed into law) | Increased awareness in dealing with criminal matters, assessment of increases in efficiency of courts |
| Training of court administrators to increase the efficiency of justice institutions | Number of court administrators trained |
| Construction of more police stations with Family Support Unit (FSU) | Number of police stations constructed with FSUs |
| Construction of Remand Homes in Makeni and Kenema | Remand Homes constructed |

Output 2: Strengthening Community Engagement in Justice Delivery

The most recent review of the last investment plan revealed that Local Police Partnership Board, Provincial Security Committees (PROSECs), Chiefdom Security Committees (CHISECs), and the District Security Committees (DISECs) were successful in increasing community engagement and trust in policing. Significant efforts have also been made to strengthen the capacity of primary/community-based justice actors. However, evidence still indicates that there is considerable mistrust within the communities towards the justice sector and police forces. The next step in addressing such a perception could be enhancing the collaboration and cooperation between the police and the MDAs. By collaborating with governmental institutions, policing organizations could improve their credibility within the community, which in turn would encourage more beneficial engagement. Additionally, this component should promote engagements and sensitization of traditional authorities such as Chiefs on justice related issues.

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| Output | Intervention | Performance Measures |
| Strengthening Community Engagement in Justice Delivery | Scale up community policing across the country | Number of community awareness-raising and sensitization programs undertaken |
| Improve support and engagement of primary justice institutions | Number of trainings undertaken for primary justice institutions |
| Improve the capacity of Family Support Unit (FSU) in the investigation on Sexual and Gender Based Violence (SGBV) | Number of SGBV cases investigated and prosecuted. |
| More cooperation and collaboration between primary justice institutions and formal justice structures | Improved perception of justice institutions in communities |
| More collaboration and cooperation between the judiciary and the local authorities | Improved perception of justice institutions in communities |
| Partnering with Ministries, Departments and Agencies (MDAs). |  |
| Institute and support community structure such as traditional leaders, Community Advisory Bureau, Child Welfare committees, Parlegals, CHISECs, DISECs and PROSECs to address justice related challenges |  |
| Development of community engagement programs which foster the relationship between local police forces and the public |  |
| Straighten the Local Courts administration to become more functional. |  |

Output 3: Functional and Effective Chiefdom Police Force

The Chiefdom Police Force remains a crucial element of local justice structures but has not received sufficient support over the past decade to function properly. It is paramount that they undergo capacity development programs and receive the necessary support in order for them to achieve their objectives in the coming years.

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| Output | Intervention | Performance Measures |
| Functional and Effective Chiefdom Police Force | Recruitment, training, equipping and supervision of the chiefdom police force | An assessment of training, recruitment and equipping undertaken with report provided |
| Partnering with other police forces to ensure more uniform policing across Sierra Leone | Statistics on numbers of crimes solved, community issues addressed, functioning of the Chiefdom Police Force |
| Assessment of community perceptions of chiefdom police force is carried out regularly |  |

Output 4: Expand the Provision of Legal Aid

Legal aid is integral to entire access to justice goals: it circumvents the high costs of going to court, it guides people with legitimate justice issues through complicated legal processes and allows them to obtain justice. Hence, the provision of legal aid is intended to help make justice seeking more accessible. Despites its central role in the justice sector, evidence indicates that legal aid centers are either too far away from the remote communities and vulnerable groups, or they do not have sufficient resources to ensure access to services for the said population.

Considering the need for legal aid and government’s commitment to ensuring its provision, it is imperative to build capacity of community justice service providers, expand access to particularly women and other vulnerable groups and promote the professionalization of the paralegal system across the country. It is important also that the Legal Aid Board plays a more strategic mobilizing and standards setting role, while ensuring the plethora of community justice institutions have the capacity and resources to deliver legal assistance across the country. In line with this, there is a critical need to roll out a national paralegal training regime to build the capacity of an emerging crop of paralegals across the country.

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| Output | Intervention | Performance Measures |
| Expand the Provision of Legal Aid | Provision of much more legal aid service provision - especially to poor, isolated and remote communities | Number of poor, remote and isolated communities benefiting from the provision of legal aid services |
| Improve capacity, training and coordination of paralegal and community justice institutions to deliver legal assistance across the country | Survey on legal aid service providers undertaken |
| Carry out a national survey on the number, types and thematic areas of focus of institutions undertaking legal aid related activities in Sierra Leone | Number of collaboration, coordination and cooperation efforts undertaken among legal service providers |
| Harmonise and synergise activities of legal aid service providers to avoid duplication of efforts | Number of trained and qualified paralegals deployed across the country |
| Train and deploy legal aid service providers especially paralegals to expand access to justice and the use of Alternative Dispute Resolution (ADR) mechanisms. |  |

Output 5: Perception of Judicial Independence and Impartiality Improved

In recent years, there has been significant efforts made to improve the perception of the public of the independence and impartiality of the judiciary. Negative perception of the judiciary has implications for not just peace and security but also for those with business interests. In order to improve the confidence of the general public and investors in the system, the Judiciary must undergo significant changes in order to capture a public perception of independence, impartiality, equal justice, and equality. This may be achieved through a robust communication and information management system, and effective stakeholder engagement. It is critical to communicate the successes, challenges, and certain internal elements of the Judiciary to provide the public a perception of a transparent and trustworthy justice sector. Establishing public confidence in the justice sector will contribute to instilling trust from the commercial community.

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| Output | Intervention | Performance Measures |
| Perception of Judicial Independence and Impartiality Improved | Introduce and roll-out a comprehensive communication strategy that will target all stakeholders with the aim of constantly engaging and informing them on activities undertaken by justice sector actors | Availability and roll-out of a comprehensive communications strategy |
| Organise events (seminars, workshops) for judiciary and business community (Sierra Leone Chamber of Commerce Industry and Agriculture, SLIEPA, Bankers Association, Judiciary and lawyers) | Number of public events organised |
| Introduce Open House – at MoJ, Police, Courts or career days, “letting the Public have a view of what is going on inside and the challenges that may be faced within these institutions | Number of activities organised for media practitioners |
| Organise activities (training and workshop) for media practitioners on reporting court procedure and judgments | Number of Judgments published online |
| Extend the FTCC website to include the rest of the Judiciary | Number of initiated piloted |
| Establish an efficient case management system with the general public having access to details of cases and their distribution and management | Action plan developed and backlog reduced at the FTCC |
| Develop and implement action plan to improve performance of Commercial Court and address backlog | Publication of Law Reports |
|  | Online updates and summary of important judgments and decisions, particularly those from the FTCC to be published on website | Publications that inform the public about the Judiciary and justice sector |

Strategic Objective 2: Improved Case Management Infrastructure and Expedited Justice Systems

Justice delivery is heavily impacted by the expediency of justice. The lack of expedited justice does not merely impact a single case, but it will hamstring the entire judicial system by over-pressurising the justice sector, causing significant discomfort for plaintiffs and victims, increasing pressures on judges, and lengthening time served in remand. Ultimately this could lead to reduced public confidence in the judicial system. If anything, the ever- growing demands for justice makes a dramatic improvement in the expediency of justice more important than ever. To ensure success in realising this outcome, a dynamic case management system is needed to deal with a backlog of cases, along with more effective and timely prosecution of cases, as well as improving the efficiency of the court through introduction of new technologies

Areas of Interventions:

* Introduce Court Room technology in order to substantially expedite cases
* More effective and timely prosecution of cases
* Support the passing of the Criminal Procedures Bill into law and support its rolling out process
* Improved and more dynamic Case Management Systems
* Implement Criminal Procedure Reform
* Strengthen Witness/Victims Protection Mechanisms
* Strengthen Alternative Dispute Resolution Mechanisms
* Strengthen Juvenile Justice Systems

Output 1: Introduce Court Room Technology to Expedite Cases

The trial process has been identified as one of the slowest parts of the judicial process. Evidence has revealed that judges are themselves responsible for writing all the proceedings details, examinations, and cross-examinations. This slows court proceedings efficacy and needlessly tires the judges. It is highly advisable that Sierra Leone’s justice department make use of stenographers for recording events that take place during a court proceeding. This can effectively lessen a Judge’s time taking notes and in turn reduce the court proceedings length.

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| Output | Intervention | Performance Measures |
| Introduce Court Room Technology to Expedite Case | Recruitment, training, and deployment of stenographers in order to significantly reducing the length of court proceedings. | The number of stenographers recruited, trained deployed and retained across the judicial system. |
| Integrate regular reviews on the effectiveness of stenographers | Average length of case proceedings, compared with before the integration |
| Provide sufficient photocopiers to court registries, state prosecutors and LAB offices | Number of paralegals recruited, trained and deployed in local communities |
| Recruit, train and deploy paralegals in local communities to follow through on cases and support those in contact and in conflict with the law |  |

Output 2: Improved Prosecution of Cases

The Office of Public Prosecutions in the Law Officers Department is responsible for case prosecutions, though this role is confronted by numerous challenges when carrying the duties. Firstly, there is a lack of human resource capacity and management systems that can reliably keep track of records. At the Magistrate level the problem is somewhat alleviated by the involvement of the police in case prosecution, there remain a plethora of challenges that still need to be addressed. To ensure the accused face justice in the formal justice system, there needs to be an improvement across the criminal justice chain including investigations, prosecutions and adjudication. In other words, intelligence led smart investigation could improve prosecutions as well as overcrowding in both court rooms and detention centres as only key witnesses will be required. The productivity of the DDP’s office could improve where it is made into a separate and autonomous agency. This will not just end the conflict-of-interest issues with police serving as investigators and prosecutors but will make the office much more efficient and accountable. A corresponding increase in financial and human resources support to the office should go in tandem with its operational autonomy. It is important to note that with the passing of the CPA into law, the LOD will have to fully undertake the prosecution of all cases and the support provided by the police will come to an end. This calls for significant investment in restructuring and preparing the LOD to meet this challenge.

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| Output | Intervention | Performance Measures |
| Improved Prosecution of Cases | Transform the Office of the Director of Public Prosecution (DPP) into an autonomous, government subvented service | The number of State Counsel recruited, trained deployed and retained across the across |
| Recruitment, deployment, training and retention of State Counsel | The CPA passed into an Act of Parliament and is rolled out nationally |
| Training of Police Investigators and increased professionalism. | Number of cases prosecuted by the Office of the DPP |
| Support the passing of the CPA into law and its rolling out process | Number of State Counsel across the country |
| Capacity building for Police Prosecutors and increase the quality of investigations and prosecutions. |  |

Output 3: Improved Case Management Systems

Case management has been a priority for improvement for several years. In 2012, the Judiciary introduced a Judicial Case Management System based on a mobile application that charts the judicial process. This initiative was implemented with the objective to expedite the delivery of justice services, improve transparency, easy monitoring and accountability for judges and magistrates and court support staff. This initiative has shown huge potential for improving the management of cases. However, there is a need for strengthening and effective roll out. It is therefore imperative to spread the improved case management system to the rest of the country, with the objective of reducing the backlog of cases there. Some sustainable methods include: improve the conditions of service for clerks and research assistants, improve their capacity and deploy them to magistrates and judges; the introduction of case management technology; employing time-limits for cases; and the retention of resident magistrates and judges.

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| Output | Intervention | Performance Measures |
| Improved Case Management Systems | Strengthening of case management system and the capacity of the 32 Office of the Under-Sheriff. | Reduction in the number of back-log cases |
| Improve the salaries and conditions of service for Magistrates, Judges and State Counsel | Reduced length of time to decide on cases in the provinces |
| Introduce modern technology to improve the capacity of the case management systems currently at play | Number of Bailiffs trained and effectively functioning |
| Improve the conditions of service for clerks and research assistants, improve their capacity and deploy them to magistrates and judges | Number of enforcements and executions carried out by the Bailiffs |
| Introducing time-limits for court cases in order to expedite cases and reduce backlog |  |

Output 4: Criminal Procedure Reform Implemented

Criminal procedure reform has been ongoing ever since the Criminal Procedures Bill came under review and the draft Bill was sent to Cabinet in 2010. Many stakeholders, including the Judiciary, Law Officers’ Department, Sierra Leone Police, Bar Association, and civil society organisations, participated in the last Bill’s review. The Bill, however, has not been enacted. Hence, while there is still room for improvements in the last version of the Bill, there remains a need to effectively implement the reformed Criminal Procedure Bill as a matter of urgency.

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| Output | Intervention | Performance Measures |
| Criminal Procedure Reform Implemented | Fast-tracking of the enactment of the revised Criminal Procedure Bill | The revised Criminal Procedure Bill enacted |
| Support implementation structures for the Criminal Procedure Bill | Number of support provided to those in remote areas especially women, juveniles and the disabled |

Output 5: Strengthen the Process of Accessing Witness/Victims and Protection Mechanisms

The construction of Saturday courts to handle sexual and gender-based violence (SGBV) represent the justice sector’s effort in protecting the anonymity and security of victims of such violence. Indeed, by trialling SGBV and juvenile cases on Saturdays, the general public will not be present at court for the usual proceedings. In addition, the SGBV courts are equipped with trained medical personnel for any examinations required, when appropriate. Having said that, provisions should be implemented in order to further improve victim protection mechanisms. Simply keeping the parties away from the public is an insufficient response, as it does not ensure their safety or security. Victims of severe crimes, and witnesses deserve the full protection of the justice system, and this protection is necessary if the justice sector is to be regarded as a credible and trustworthy institution. Besides improving the reputation of justice institutions, a comprehensive Witness/Victim Protection Policy will also aid the provision of justice and could potentially expedite the administration of justice. However, the first step should be to put measures in place to secure the victims and get them attend trials when needed. This will include getting them become aware that they are required and providing them with transportation and other incentives. The juror system is still used in Sierra Leone and the inability or unwillingness on the part of jurors to attend trials led to significant delays in the process. As such, jurors should be provided with incentives such as stipends to facilitate their travels to the courts. Most of those selected are usually poor retirees, who cannot support their participation in trials.

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| Output | Intervention | Performance Measures |
| Strengthen the Process of Accessing Witness/Victims and Protection Mechanisms | Roll-out of the National Witness Protection Policy | Number of witnesses and victims protected and supported under the Policy |
| Create Victim Protection Programs | Improvement in public perception of judicial treatment of victims/witnesses |
| Support the process of ensuring that witnesses and jurors attend trials. This support will include providing them with transportation and stipends for jurors | Increase availability of witnesses and victims |
| Review and enact legislation on National Witness and Victim Protection | A forensic lab established and functional |
| Establish an efficient and effective forensic lab to strengthen investigation processes | Securing the attendance of witnesses and jurors during trials |

Output 6: Strengthen Alternative Dispute Resolution Mechanisms

Alternative Dispute Resolution (ADR) mechanisms have been greatly improved in recent years. The Legal Aid Board has been implementation as an ADR program that has diverted a huge number of potential legal issues from the courts. Not only do these mechanisms increase access to justice for all, but they contribute to decongesting judicial institutions and thus expedite justice. Tools like mediation and arbitration have provided an alternative route to the formal justice system for dealing with legal conflicts. The success of ADR mechanisms requires experienced and capable paralegals. Thus, while this pathway to justice has been ameliorated, more improvements can be made in the training and capacity-building of paralegals in the community. Another potential area for improvement could be notifying the public about the availability of ADRs. The justice sector should build upon the successes of the ADR programmes to ensure they become a cemented mechanism and tool for dispensing justice. Additionally, there are potential ways to alleviating the burden on the formal justice system by further promoting ADR programmes. This includes formalising institutions that specialise in ADR, creating a uniform set of requirements that qualifies a person or ADR, or demanding an attempt at ADR before resorting to the formal court system, may be a solution to. Enactment of the New York Convention and the Arbitration Bill will go a long way in enhancing investors’ confidence in the justice sector and the economy at large.

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| Output | Intervention | Performance Measures |
| Strengthen Alternative Dispute Resolution Mechanisms | Enactment of the New York Convention and the Arbitration Bill | New York Convention and Arbitration Bill enacted |
| Improving the ADR Mechanisms as a conflict resolution and also as a court-decongestion mechanism | Level of awareness of ADR mechanisms |
| Create synergy between efforts of MDAs and CSOs | The number of cases settled by relevant/specialized MDAs and CSOs |
| Popularisation of ADR mechanisms |  |
| Establishing uniform guidelines for ADR |  |
| Creating a formal ADR body |  |
| Establishing a threshold for resorting to the formal justice system; i.e. a preliminary test that determines whether or not the issue can be solved via ADR |  |

Output 7: Strengthen Juvenile Justice System

A multitude of challenges exist within the juvenile justice system, which have greatly contributed to the sector’s ineffectiveness in rehabilitating children in conflict with the law. The current system largely focuses on punitive measures which criminalise young offenders, rather than taking a rehabilitative approach. In order to improve this system, the focus should be on viewing the children in conflict with the law as victims of a failed system, and thus, organisations should develop and implement prevention and rehabilitative measures, and establish support structures for children while they are in detention and once, they are released. The Legal Aid Board has strengthened its juvenile support system, which has greatly emphasised using Alternative Dispute Resolution Mechanisms in order to avoid detaining children. However, more must be done to address the criminal approach used when dealing with juveniles.

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| Output | Intervention | Performance Measures |
| Strengthen Juvenile Justice System | Strengthen the capacity of social workers and staff of the Family Support Unit of the SLP through training on age assessments, juvenile justice, family tracking and reunification etc. | Number of cases diverted from the formal criminal justice system |
| Diversions of Juveniles from the formal criminal justice system | Number and quality of holding centers for juveniles in conflict with the law |
| Development of a Juvenile Offenders database | Number of Juvenile Justice training programmes undertaken each year |
| Appropriate custody for remanded and sentenced juveniles | Existence of a Juvenile Offenders database and age assessment mechanisms |
| Provision of legal aid for juveniles |  |
| Undertake activities related to preventing the involvement of juveniles in crimes and conflict |  |
| Development of adequate juvenile facilities to ensure that juveniles are never placed in detention with adults and separate children of different genders |  |

Strategic Objective 3: Enhanced Adherence to Human Rights and Rule of Law

Ensuring respect for rights and accountability of the judicial institutions in the private and public spheres is crucial for enhancing justice delivery in Sierra Leone. It is believed that the capacity of key justice institutions to protect rights and ensure accountability is a major source of drain in public perception. This outcome comprises of several key outputs that involve stringent oversight and accountability mechanisms. Specifically, GoSL must strengthen its supervisory mechanisms, implement awareness raising programs concerning contemporary rights, and establish oversight tools in existing MDAs.

Areas of Intervention

* Enhanced Adherence to Human Rights and Rule of Law
* Strengthen Anti-Corruption Mechanisms to reduce Incidence of corruption
* Protection of Rights
* Deepen awareness and respect for Human Rights
* Ensure Compliance with National and International Reporting Obligations
* Strengthen Accountability Mechanisms in Sector Institutions

Output 1: Strengthen Anti-Corruption Mechanisms to reduce incidence of corruption

Currently, there is sufficient public knowledge and understanding about anti-corruption issues as well as the connection between corruption and underdevelopment. This has led to call for the GoSL to produce tangible results in tackling corrupt practices. Meanwhile, though the Anti-Corruption Commission (ACC) has been adequately supported with resources, much needs to be done to extinguish its potential to be used as a political tool and establish it as an autonomous organisation. This will help restore its reputation within the public perception. Furthermore, oversight mechanisms must be established within each relevant institution, and they should be monitored so that they follow uniform standards and are able to ingrain a sense of accountability

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| Output | Intervention | Performance Measures |
| Strengthen Anti-Corruption Mechanisms | Strengthen the capacity of ACC Court and support staff to ensure a fully specialised and professional Court equipped to expedite ACC cases | Anti-Corruption Court strengthened |
| Strengthen the ACC’s human and financial capacity to fight corruption | % increase in number of cases completed by ACC |
| Strengthen Anti-Corruption mechanisms including Integrity Management Committees, and the National Procurement Authority | Number of corruption cases dealt with by organisations/institutions internally |
| The Public Accounts Committee (PAC) of parliament to make ensures that Auditor General`s recommendation are implemented as soon as it is published. | The Public Accounts Committee of Parliament acts on the report of the Auditor General as soon as it is published |
| Reinforcing the ACC’s power as an independent organisation | Positive public perception of anti-corruption measures/activities |

Output 2: Protection of Rights

In a post-conflict nation, the protection of human rights is of paramount importance. It must be remembered that before and during the war, anger and frustrations towards institutions that were accused of violating human rights manifested themselves in despicable acts of violence. Institutions such as the HRCSL, Office of the Ombudsman, IPCB, Legal Aid Commission, and SLCS are not only the face of GoSL’s strategy to protect rights, but also the driving force that ensures rights, dignity, and decency of all those in Sierra Leone are protected and promoted. The GoSL strategy will pay particular attention to protecting the rights of those who come into conflict with the law. In addition, awareness raising on contemporary human rights should emphasised as Sierra Leone continues its democratisation. Common challenges mentioned by many of the relevant institutions were financial constraints and inadequate coordination amongst MDAs. Ameliorating the collaboration and coordination between relevant stakeholder institutions will allow the justice sector to provide more comprehensive protection of human rights.

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| Output | Intervention | Performance Measures |
| Protection of Rights | Restructuring and capacity-building of the Correctional Centres including accommodation for its officers, detention facilities and Approve Schools | Number of media events held to popularise the CSA |
| Popularization of the Correctional Services Act | Number of Awareness Raising and Sensitization activities undertaken |
| Improving awareness-raising and sensitization activities on rights protection related issues especially in remote communities | Number of popularisation activities undertaken |
| Popularise and strengthen complaints mechanisms for the violation of human rights, and institutions such as the HRCSL, IPCB and the Office of the Ombudsman | Number of studies undertaken with reports produced |
| Conduct studies on human rights violations and abuses across the country | Number of conferences/meetings at which stakeholders are brought together to collaborate on HR issues |
| Establishing training programs on fundamental and contemporary 43 human rights | Number of training programs created, training sessions conducted, and organisations participating |
| Implement the Bail and Sentencing Guidelines and revise the Police Bail Policy |  |
| Strengthen community outreach activities undertaken by the HRCSL and the Office of the Ombudsman |  |
| Collaboration of MDAs and other human rights organisation |  |
| Implement the recommendations in the Annual Report of the HRCSL Annual Report |  |

Output 3: Ensure Compliance to National and International Reporting Obligations

Sierra Leone is a signatory to many international conventions and thus have an obligation, like many other countries, to report at both the national and international levels as part of their implementation of the key legal frameworks and instruments. Though the Justice Sector is reporting at both levels, evidence indicates that the reporting processes can be significantly improved. Moreover, the reporting should be more strongly supported with concrete data that can be collected, compared, and analysed. Successful reporting will promote further credibility and public confidence in the justice sector. Though the Ministry of Foreign Affairs and International Cooperation (MFAIC) and MoJ have been collaborating on this, it is important that they are provided with the technical and financial capacity to be much more effective. Inasmuch as there are several reporting obligations that the GoSL should comply with, this document emphasises the crucial role that the Justice Sector Coordination Office (JSCO) should play in ensuring that the collection, collation, analysis of data related to the SDG 16 is adequately done. The SDG 16 is one of the principal development goals that promote the strengthening of security and justice institutions as they seek to contribute to stability and development in Sierra Leone.

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| Output | Intervention | Performance Measures |
| Ensure Compliance to National and International Reporting Obligations | Activities Strengthen existing systems of reporting | Timely reporting on national and international reporting obligations |
| Strengthen compliance mechanisms for all required entities. | Level of compliance with national and international reporting requirements |
| Strengthen efficient and effective reporting on SDG 16 with the M&E Framework used as a management tool. | Timely and quality reporting on the SDG 16 |

Output 4: Strengthen Accountability Mechanisms in Sector Institutions

The public confidence is strongly linked with the accountability of justice and governmental bodies. For this reason, there is a prominent need for oversight institutions and mechanisms that can hold various institutions accountability in their mandate. Past attempts to inculcate this include the Police Complaints Board (IPCB); and in view of their achievements these initiatives should be given further technical and financial support so they can execute their functions more effectively. There is hence a need for significant improvement in how support is provided by the responsible institutions to the oversight and accountability initiatives.

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| Output | Intervention | Performance Measures |
| Strengthen Accountability Mechanisms in Sector Institutions | Strengthening of institutions with oversight responsibilities such as MIA, Office of the Ombudsman, HRCSL, and the ACC. Also, there should be an effort for the government to provide full and timely fund payment | % increase in support provided to oversight institutions and mechanisms. As well as the improvement in timely and full payment of budgets for accountability and oversight institutions and mechanisms. |
| Strengthen monitoring and oversight mechanism for the Police and the Judiciary | Number of reports indicating improvements in the performance of institutions monitored |
| Strengthen and operationalise the Law Reporting Committee. |  |
| Enhance the role of the General Legal Council to ensure the integrity and credibility of lawyers |  |

Strategic Objective 4: Strengthened Capacity for Improved Service Delivery of Sector Institutions

Building technical capacity within the justice sector to lead, plan, and manage all aspects of justice sector reform in a coordinated, structured, and integrated manner is critical to improving the delivery of quality justice services across the country. The justice sector plays an important role in economic development and growth. Strong commerce throughout a country requires a justice system that makes it easy to operate legally, protects businesses and individuals from losses or disadvantages stemming from illegal conduct, and provides a quick and inexpensive system for dispute resolution

Areas of Intervention

* Strengthen Legal education and professionalism of the legal profession
* Strengthen the Capacity of Legal Practitioners
* Strengthen the Capacity of LOD to ensure efficient coordination with MDAs
* Improve the perception of Judicial Independence and Impartiality

Output 1: Strengthen Legal Education and Professionalism of Sector Institutions

Professional development of legal practitioners is a critical element in delivering high quality services in the Justice sector. This requires that capacity gaps are first are identified, prioritised, and addressed in a detailed medium-term professionalisation plans for tall justice institutions. These professionalisation plans must be informed by comprehensively and objectively identified sectoral, institutional (performance), and individual (capacity) needs. A key aspect of the plans should be that relevant capacity development initiatives are harmonised between institutions so that a coordinated response to addressing sectoral capacity gaps is enabled. Also, there is evidence of the need for specialisation of actors across the sector to address emerging service delivery needs (for example in areas relating to the environment, commercial matters, and domestic/family law). It is of importance that well designed and harmonised specialisation programs are developed that ensure uniformity and equal application of relevant laws, international conventions and obligations, and procedures across the sector. - Aligned with developing personnel capacity across the justice sector is the need to build sectoral capacity to implement the professionalisation plans. Only by adequately resourcing institutions to embed ongoing professionalisation initiatives will it be possible to: sustainably build capacity; limit dependence on external resources and donors; and enable the justice sector to assume responsibility for its own development.

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| Output | Intervention | Performance Measures |
| Strengthen Legal Education and Professionalism of Sector Institutions | Design and undertake a comprehensive capacity gap/needs assessment in all sector institutions |  |
| Develop medium-term training and capacity building program with consideration of various legal specializations |  |
| Organize short courses in continuous legal education for sector practitioners |  |
| Organize twinning arrangements with justice sector institutions abroad to build capacity sustainably |  |

Output 2: Strengthen Capacity of Legal Practitioners

The Judicial and Legal Training Institute (JLTI) must extensively develop its capacity building programs in order to provide continuing education for judicial actors, and support staff within the justice sector. Furthermore, the JLTI should aim to implement specialized training programmes tailored to meet the specific needs of the country. While the commercial court system has made great progress over the past decade, many challenges exist that may be dealt with by increasing the capacity of relevant actors within the system. 48 To address these challenges in the commercial court system, the JLTI should focus on fostering rapport and collaboration between MDAs, businesses, and private legal practitioners. This may be done through hosting conferences that bring the stakeholders together, and providing specific training modules and sessions. In addition, ensuring that the Judiciary and lawyers are equipped with sufficient knowledge of commerce, finance, and other key commercial law concepts will be critical developing the commercial law system of the justice sector.

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| Output | Intervention | Performance Measures |
| Strengthen Capacity of Legal Practitioners | Activities Strengthen the capacity and management structure of JLTI | Number of training and conference events organised |
| Strengthen the capacity and provide support for judges, Registrars and other relevant actors of Commercial court system | Number of training materials developed and distributed |
| Develop training programmes conferences for all legal professionals | Database of trainers established |
| Develop in-service training for the Judiciary and Law Officers Department (LOD) | Number of accredited courses established |
| Establish a permanent rota of qualified trainers through a training of trainers programme | Management structure established |
| Establish specialised training in all spheres of commerce, bilateral investment treaties, multinational contract negotiations, banking and credit, companies and allied matters, patents and intellectual property, new developments, ethics, and expectations of international standards, global markets and arbitration. | Number of contracts negotiated by the LOD |
| Establish international linkages for the accreditation of courses with reputable institutions | Number of publications distributed and the rate of distribution |
| trengthen capacity of GoSL lawyers and officials to negotiate and manage commercial contacts, especially related to extractives. (Includes development and implementation of procedures, processes and training) | Number of subscription to electronic publications and libraries. |
| Identify, procure, and subscribe to publications needed |  |

Output 3: Strengthen Capacity of Law Officers Department to ensure efficient coordination with MDAs

Building technical capacity within the justice sector to lead, plan, and manage all aspects of justice sector reform in a coordinated, structured, and integrated manner. Institution-level leadership is seen as being strong, however, leadership at the sector-level to date is quite limited. Without negatively influencing or restricting institutional independence, it will be critical to enable and develop sector-level leadership to provide strategic direction and coordination of ongoing development across the sector. Improved communications between the LOD and MDAs are required in order to ensure that contracts entered are in the best interests of the country. By acting in a leadership capacity, the LOD will ensure the development of standard embedded protections for the public, with a greater commitment on the investor-side when drafting contracts and Memorandum of Understanding (MoU).

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| Output | Intervention | Performance Measures |
| Strengthen Capacity of Law Officers Department to ensure efficient coordination with MDAs | Training Law Officers in sector-specific specialties to advise, liaise and support specific MDAs | Number of Law Officers trained |
| Establishing an improved incentive scheme and terms and conditions of service for LOD lawyers to enable the LOD to increase its number of lawyers, and service the MDAs in a timely manner | Incentive scheme and improved terms and conditions of service in place |
| Enhance the capacity of the Office of the Administrator and Registrar General (OARD) for the registration and depositing of all contracts and MoUs that involve and concern the GoSL | Increase in the number of timely and early consultations by MDAs |
| Establish liaison officers and guideline for MDAs | Liaison officers and guidelines in place |

Strategic Objective 5: Enhanced Safety and Security of Citizens and Property

Areas of Intervention

* Crime Prevention Improved
* Criminal Investigations Capacity Improved
* Living Conditions of Inmates in Correctional Centers Improved
* Correctional Center Inmates Rehabilitation Programs Enhanced

Output 1: Crime Prevention Improved

Output 2: Criminal Investigations Capacity Improved

Output 3: Living Conditions of Inmates in Correctional Centers Improved

Output 4: Correctional Center Inmates Rehabilitation Programs Enhanced

Chapter 4: Institutional Arrangements and Implementation Plan

The implementation of this Plan will be undertaken by leveraging existing relationships and linkages between the five strategic objectives and their strong alignments with other plans and objectives of all the institutions in the sector…

Chapter 5: Monitoring and Evaluation Arrangement

Monitoring and Evaluation (M&E) will be vital in supporting the effective implementation of the Strategic and Investment Plan. It will be necessary to that some forms of accountability mechanisms and timely evidence-based decisions in the Plan are monitored and assessed against agreed milestones for the duration of implementation. As a support tool for implementing the plan, the M&E logical framework has been developed to addressed the unfinished business of the JSRSIP IV as well as other emerging priorities of the government as enshrined in the Government Manifesto (2023-2028).

* 1. Operational Framework and Evaluation Mechanism

The existing technical working group will act as the main forum coordinating the implementation of the Plan. The working group will be tasked with providing information and evaluating progress made against the set milestones during bi-annual sector reviews. Quantitative data and other information will be fed to this group through a sector-wide approach, with coordination spearheaded by the JSCO. The sector will make use of various reporting mechanisms for reviewing the performance of the Plan against the agreed milestones

The evaluation will be carried out regularly and in parallel with monitoring activities. This will result in the publication of periodic briefs that highlights successes, opportunities and challenges, and make recommendations to improve on the identified challenges. The evaluation exercises will be carried out to better inform the sector technical working group on implementation progress. A medium-term assessment of the Plan will be carried out to identify areas lagging behind and come up with suggestions to catch up. An end of year review of the Plan will also be conducted to inform future Investment and Strategic Plans. The M&E matric to guide the implementation of the Plan is shown below.

# The Logical Framework

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| **OUTCOM E** | **Intervention logic** | **Expected Outputs** | **Activities** | **Objectively verifiable indicators of**  **achievement** | **Sources and means of verification** | **MDA (S)**  **responsible** | **Benchmark** | | | | **Assumption s** |
| **2019** | **2020** | **2021** | **2022** |
| **OUTCOM E 1** | **Improved Public Confidence in the Justice System** | Appointment and Recruitment of Justice Sector Leaders | Review the appointment procedures of the Chief Justice, the Inspector General of Police, Magistrates and Judges. This process should have the power to undertake probity and integrity checks and review certain allegations of influences in the process when there are set standards and criteria for the appointment and dismissal to these  positions | The appointment procedures for the Leading figure of the judiciary are documented as a neutral and impartial  exercise. | MDA  reports, independent evaluation reports | Appointment committees; Judiciary | x | x | x | x | Availability of funds and willingness of MDAs to adopt an integrated approach |
| % of survey respondents who expressed their confidence in impartiality of the appointments of key officials. |
| A system of improving community interaction with  justice |

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|  |  |  | institutions with a feedback mechanism put in place to assess the perception of the public on their satisfaction with justice related services. |  |  |  |  |  |  |  |  |
| A mechanism for sharing the impartiality of the procedure to the public should be presented, particularly before the appointment of a Chief Justice and or the Inspector  General. | Survey on the perception of the public in relation to appointment procedures which demonstrate an increased public viewpoint of impartiality |
| Judicial and Legal Service Commission Strengthened | Establish a fully functional Secretariat with key expert staff on human resource  management | % of survey respondents who believe the appointment procedures for the judges by the Judicial and Legal Service Commission is improved and more impartial.  % of survey respondents from the public who | MDA  reports, independent evaluation reports | Appointmen t committees; Judiciary | x | x | x |  | Availability of funds and willingness of MDAs to have adopt an integrated approach |
| Review and strengthen procedures for the recruitment of judicial and legal officers in line with international  standard. |

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|  |  |  | Develop human resource management procedures and guidelines for judicial and legal  staff | believes in the impartiality of the judges appointment process |  |  |  |  |  |  |  |
| Establish a transparent, fair and impartial recruitment  process |
| Strengthen the capacity of DISECs,  CHISECs and  PROSECs |
|  |  | Improve legal education and professionalism | Review the relevant legislation with a view to modernize the delivery of legal education at the universities and the Sierra Leone  Law School | No. of reports on the modernisation process and the effective delivery of legal education at the universities and the Sierra Leone  Law School |  |  |  |  |  |  |  |
| Strengthen the capacity of the Law School to accommodate more students | No. of reports on the expansion process of the Sierra Leone Law School |  |  |  |  |  |  |  |

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|  |  |  | Strengthen the capacity of the Judicial and Legal Training Institute to provide effective training to judicial and legal  professionals | No. of relevant and effective training for judicial and legal professionals undertaken by the JLTI |  |  |  |  |  |  |  |
| Establish a transparent, fair and effective admissions and examination system at the Sierra Leone Law School | A transparent, fair and effective admissions and examination system at the Sierra Leone Law School established and  used |  |  |  |  |  |  |  |
| **OUTCOM E 2** | **Justice is Easily Accessible Locally** | Increased Number of Operational Justice Structures across the country | Construction of more courts, police stations, Correctional Centers and other structures across the country, especially in remote/isolated  places | No of courts, police stations and other justice structures established | MDA  Reports. Independent, Evaluation reports | Judiciary MIA/SLP MIA/SLCS | x | x | x | x | Improved GoSL and donors commitment to the sector |
| The construction and use of the Special Court facility as a “One Stop” justice facility housing all relevant  MDAs | The use of the Special Court facility as a “One Stop” justice facility housing all relevant MDAs | The AGMJ | x | x |  |  |

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|  |  |  | Construction of residence for magistrates, judges and state counsel in the  provinces | No of residences constructed for magistrates, judges and state counsels in the provinces |  | Judiciary/ MOJ |  | x | x | x |  |
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| Construction of more police stations with Family Support Units in them | Increase in the number of police stations in the country, with each of them  having an FSU |  | x | x | x |  |
| Construction of alternative detention centers for those in remand | Decrease in number of people per prison to levels appropriate to  facility capacity | Judiciary, SLCS | x | x | x | x |
| Correctional Centers are child friendly and good for female inmates and lactating mothers | % of reports indicating that Correctional Centers are supportive of female inmates and lactating  mothers | SLCS | x | x | x | x |
| Recruitment of resident Magistrates and Judges and support staff across the  country. | Number of permanent courts in operation across the country replacing circuit courts | Judiciary | x | x | x |  |

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|  |  |  | Improve the capacity of the FSU in the investigation on SGBVs. |  |  |  |  |  |  |  |  |
| Provide forensic laboratory systems to enhance the investigation of cases related to SGBV |
| Training of Magistrates and Judges on contemporary issues | Number of Resident Magistrates and Judges | Judiciary | x |  |  |  |
| Recruitment and training of Local  Court personnel | No. of local court personnel  recruited | Judiciary | x |  |  |  |
| Strengthened community engagement in policing | Improved relationship between local communities and  police | No. of awareness raising and sensitization programmes  undertaken | MDA  Reports, | MIA/SLAP | x | x | x | x |
| Improved support and engagement of  LPPBs | No. of trainings undertaken by LPPBs | Independent Evaluation reports, Reports by Costs | MIA/SLP | x | x |  |  |
| More cooperation with CHISECS and DISECs | No. of issues addressed by the LPPBs, CHISECS and  DISECs | MIA/SLP/ ONS/ MLGRD | x | x | x | x |

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|  |  |  | Partnering with MDAs | No. of meetings and collaborative efforts |  | JSCO and all MDAs | x | x | x | x |  |
| Quarterly meetings with all relevant  organisations | Reports and minutes of meetings | JSCO | x | x | x | x |
| Community engagement programs | Survey of community perceptions | JSCO and partners | x | x | x | x |
|  |  | Functional and Effective Chiefdom Police Force | Recruitment, training, equipping and supervision of the chiefdom police  force. | An assessment report | MDA  Reports, | MLGRD | x | x |  |  |  |
| Partnering with other police institutions to ensure more  uniform policing | Statistics on arrests, demographics, etc. | MDA  Reports, Independent Evaluation  Reports | MLGRD, SLP, MIA | x | x | x |  |
| Assessment of community perceptions | Statistics on number of crimes solved, community issues addressed, and survey of community perceptions | Independent Evaluation reports, MDA reports | MLGRD,  SLP and MIA | x | x | x |  |
| Promote collaboration and cooperation between the judiciary and local authorities |

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|  |  |  | Institute and support community structure such as Community Advisory Bureau, Child Welfare Committee to identity and deal with cases at the community level |  |  |  |  |  |  |  |  |
| Straighten the local court administration to become more  functional. |
| Expand the Provision of Legal Aid | Extension of legal aid service provision to especially poor, isolated and remote communities | More poor, remote and isolated communities benefiting from the provision of legal aid services | MDA  Reports, | LAB | x | x | x | x |  |
| Harmonise and synergise activities of legal aid service providers to avoid duplication of efforts | Much more collaboration, coordination and cooperation among legal aid service providers | Independent Evaluation reports, Reports by CSOs, feed- backs from beneficiaries | LAB | x | x | x | X |  |
| Carryout a national survey of Legal Aid service providers across the country |

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|  |  |  | Improve capacity, training and coordination of paralegal and community justice institutions to deliver legal assistance across  the country | Well trained and qualified paralegals deployed across the country |  | LAB | x | x | x | x |  |
| **Outcome 3** | **Justice is expedited** | Introduce Court Room Technology in order to Substantially Expedite Cases | Recruitment, training, and deployment of stenographers that have the potential of significantly reducing the length of court proceedings. Integrate regular reviews of the efficacy and usefulness of the  new service | Increase number of stenographers recruited, trained deployed and retained across the judicial system; The improved length of case proceedings, compared with before the integration | MDA and Independent Evaluation Reports | Judiciary | x | x | x | x |  |
|  |  | Improved Prosecution of cases | Transform the Office of the Director of Public Prosecution (DPP) into an autonomous, government subvented service | The DPP’s office transformed into an autonomous, government subvented service  The number of State Counsel trained, deployed and retained across the country | MDA  Reports, | MoJ/LoD | x | x | x | x | Improved support to the justice related MDAs by GoSL and donors |
| Recruitment, deployment, training and retention of State Counsel across |

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| Provide sufficient photocopiers to court registries, state prosecutors  and LAB offices |
| Recruit, train and deploy paralegals at community level |  |  |  |  |  |  |  |  |
| Increase in the number of cases prosecuted by the Office of the DPP | Independent Evaluation reports |  |  |  |  |  | Enhanced cooperation and collaboratio n among MDAs and CSOs |
| Support the passing of the CPA into law and its rolling out  process | CPA passed into law and is rolled out | MOJ/LOD | x |  |  |  |
| Capacity building for police prosecutors and investigators | No. of Police prosecutors and investigators trained and  supported | MIA/SLP | x |  |  |  |
| Improved Case Management Systems | Strengthening of case management systems | Increase in the number of cases prosecuted by the Office of the  DPP | Independent Evaluation reports | Judiciary MOJ/LoD MIA/SLP MIA/SLCS | x | x | x | x |
| Improve the conditions of service for Magistrates, Judges and State  Counsel | Reduced length of time to decide on cases in the provinces | Independent Evaluation reports | JLSC/  MoJ/ Judiciary | x | x | x |  |
| Strengthen and improve the capacity of the | Number of Bailiffs trained | Judiciary | x | x |  |  |

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|  |  |  | Office of the Under-Sheriff | Number of enforcements and executions carried out by the Bailiffs |  |  |  |  |  |  |  |
| Improve the collection of data to support the case management  system |
| Criminal Procedure Reform Implemented | Fast-tracking of the enactment of the revised Criminal  Procedure Act | The revised CPA enacted | MDA  Reports, | MoJ JSCO | x |  |  |  |
| Support implementation structures of the CPA | Number of support provided to those in remote areas especially women, juveniles  and the disabled. | Independent Evaluation reports | MoJ | x | x |  |  |
| The System of Bail Application improved | Review ad Revise the Bail and Sentencing Policy of 2017 | A revised bail policy and procedure that promotes a fair and transparent adjudication of  bail applications | The revised Bail policy | Judiciary | x |  |  |  |
| Enact a legislation on Bail and  Sentencing | Legislation of Bail and Sentencing  enacted | The Legislation on Bail and  Sentencing | Judiciary MoJ/LoD | x |  |  |  |
| Witness/Victims Protection Mechanisms introduced/impr oved | Roll-out of the National Witness Protection Policy | No. of witnesses and victims protected and supported under  the policy | Data from MOJ, SLP  and, feed- backs from beneficiaries | SLP/ ACC | x | x |  |  |
| Securing the attendance of | Increased availability of |

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|  |  |  | witness | witnesses and victims in court |  |  |  |  |  |  |  |
| Securing the attendance of Jurors and provide them with stipend |
| Focus on the prevention aspect of juveniles  output |
| Review and enact legislation on National Witness and Victim  Protection | Review conducted and legislation enacted | MDA  Reports and legislation | MIA/SLP | x | x |  |  |
| Strengthened Alternative Dispute Resolution Mechanisms | Strengthening of ADR  mechanisms as a conflict resolution and also as a court- decongestion  mechanism | Level of awareness of ADR  mechanisms | Data from MDAs and CSOs | HRCSL/  OoO | x | x |  |  |
| Create synergy between efforts of MDAs and CSOs | No. of cases settled by relevant/speciali sed MDAs and CSOs | JSCO | x | x |  |  |
| Popularization of ADR  mechanisms | HRCSL  OoO | x | x |  |  |
| Strengthened Juvenile Justice System | Strengthen the capacity of social workers and staff of the Family  Support Unit of | No. of age assessment mechanisms and structures  established | Data collected from MDAs, remand  homes, | MSGCA/S LP | x | x |  |  |

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|  |  |  | the SLP through training on age assessments, juvenile justice, family tracking and reunification etc.  Improvement of the Family Case histories tracking and recording system Promotion of non-custodial sentencing for minor cases Juvenile justice training  programmes | No. of times family case histories and recording system  used in court | juvenile centres and CSOs | MSWGCA | x | x |  |  |  |
| No. of non- custodial sentences handed down for juveniles | Judiciary MSWGCA | x | x |  |  |
| No. of Juvenile Justice training programmes undertaken each year | MSWGCA | x | x |  |  |
| Diversions of Juveniles from the formal criminal justice  system | No. of cases diverted from the formal criminal justice system | Judiciary MSWGCA | x | x | x | x |
| Development of a Juvenile Offenders database | Existence of a Juvenile Offenders database and age assessment  mechanisms | MSWGCA/ FSU | x | x | x |  |
| Appropriate custody for remanded and sentenced  juveniles | No. of improved holding centers for young offenders | MSWGCA/ MIA/SLCS | x | x | x |  |
| Provide legal aid for juveniles | No. of Legal Aid Provided to Juveniles | LAB | x | x | x |  |
| Establish juvenile |

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|  |  |  | and family courts |  |  |  |  |  |  |  |  |
| To improve family support for juveniles and also to improve rehabilitation and integration of child offenders  and victims | No of successful rehabilitation and reintegration programmes implemented | MSWGCA | x | x | x | x |
| **Outcome 4** | **Respect for rights and accountability** | Strengthened Anti-Corruption Institutions and Mechanisms | Establishment of an Anti- Corruption Court within the Judiciary | ACC Court established | Reports from ACC and other institutions, data and statistics from TI, Anti- corruption education materials , Pamphlets, and posters | LoD/MoJ/ ACC/  Judiciary | x | x |  |  | Improved MDAs  commitmen t to fight corruption |
| Strengthen the ACC’s human and financial capacity to fight corruption | -Increased level of support provided by the GoSL | ACC/ MoFED | x | x | x |  |
| Strengthen Anti- Corruption mechanisms including Integrity Management Committees, and the National Procurement  Authority |
| The Public Accounts Committee of Parliament  should ensure |

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|  |  |  | that it acts on the recommendation s of the Auditor General`s immediately it is  published |  |  |  |  |  |  |  |  |
| Protection of Rights | Restructuring and capacity building of the Correctional Centres (including accommodation for its officers), detention facilities and  Approve Schools | Number of functional Correctional centres, detention facilities and Approve Schools established in the country | Reports from MDAs, data from CSOs | MIA/SLCS | x | x | x |  | Commitme nt by MDAs to promote and protect human rights |
| Popularization of the Correctional Services Act | Number of media events held to popularize the  CSA | SLCS | x |  |  |  |
| Strengthen awareness raising and sensitisation activities on rights protection related issues especially in remote communities | Number of Awareness Raising and Sensitization activities undertaken | JSCO | x | x | x | x |

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|  |  |  | Strengthen the role of the HRCSL and the Office of the Ombudsman to enable them conduct effective community outreach activities |  |  |  |  |  |  |  |  |
| Implement and enforce the recommendation s in the Annual Report of the  HRCSL |
| Support the process of enacting the Bail and Sentencing  Guidelines |
| Popularize complaints mechanisms and institutions such as the HRCSL, IPCB and Office of the  Ombudsman | Number of popularization activities undertaken | HRCSL/ IPCB/  OoO | x | x |  |  |
| Conduct studies on human rights violations and abuses across the  country | Number of studies undertaken with reports produced | HRCSL/ IPCB/  OoO | x | x |  |  |

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|  |  | Ensure Compliance to National and International Reporting Obligations | Strengthen existing systems of reporting | Timely report on national and international reporting obligations. | Reports from GoSL and International Organisation s | MoJ MFAIC | x | x |  |  | Governmen t commitmen t to meet internationa l and national reporting obligations |
| Strengthen compliance mechanisms for all required entities. | Level of compliance with national and international reporting requirements. | x | x |  |  |
| Strengthen monitoring and oversight mechanisms for the Police and  the Judiciary |
| Strengthened Accountability and Oversight Institutions and Mechanisms | Strengthening of institutions with oversight responsibilities such as MIA, Office of the Ombudsman, HRCSL, and the ACC. | % increase in support provided to oversight institutions and mechanisms  No. of reports | Reports from GoSL, NGOs, CSOs | MIA/ IPCB/  OoO/ ACC | x | x |  |  |

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|  |  |  | Review the Correctional Service Act to strengthen complaints mechanisms | indicating improvements in the performance of institutions monitored |  |  |  |  |  |  |  |
| Strengthen and operationalized the Law Reporting Committee |
| Enhance the role of the General Legal Council to ensure the integrity and credibility of lawyers |
| **Outcome 5** | **Commercial Law and Justice Improved** | Capacity of the LOD, Judiciary and lawyers in private practice strengthened | Strengthen the capacity and management structure of the judicial and legal training institute | No. of training and conferences events organised | Data and reports collected from LOD, MOJ and other sources | Judiciary | x | x | x |  | Commitme nt on the part of GoSL and donors to support the |

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|  |  |  | Organise training programmes and conferences for all legal professionals | No. of training materials developed and distributed |  | Judiciary/ MoJ/  Sierra Leone Bar Association | x | x |  |  | process. MDAs  willingness to undertake reform.  Availability of funds and willingness of MDAs to have an integrated approach |
| Strengthen the capacity of, and provide support to judges, Registrars and other relevant actors in the Fast Track Commercial  Court system |
| Organise in- service training for the Judiciary and Law Officers  Department | Database of trainers established | GLC/  Judiciary | x | x | x |  |
| Establish a permanent rota of qualified trainers through a training of trainers  programme | No. of accredited courses established | GLC  Judiciary | x | x | x |  |
| Establish specialised training in all spheres of commerce, bi- lateral investment, multinational contracts  negotiations etc. | Management structure established | Judiciary | x | x | x |  |

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|  |  |  | Establish international linkages for the accreditation of courses with reputable  institutions | No. of publications distributed and rate of distribution |  | Judiciary | x | x |  |  |  |
| Strengthen capacity of GoSL lawyers and officials to negotiate and manage commercial contacts, especially related to extractives. (Includes development and implementation of procedures, processes and  training). | No. of contracts negotiated | LOD/MoJ | x | x |  |  |
| Identify procure and subscribe to publications needed | No. of subscription to electronic publications and  libraries | Judiciary |  |  |  |  |
| Provide link to relevant on-line websites of publications and electronic  libraries | No. of links to online websites and electronic libraries created | Judiciary/ Bar Association | x |  |  |  |

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|  |  | Capacity of the LOD improved to ensure coordination and cooperation with MDAs | Training of Law Officers in sector- specific specialty to advise, liaise and support specific MDAs | No. of Law Officers trained | Activities report by LOD, M&E  reports | MoJ/LoD | x |  |  |  |  |
| Establish improved incentive scheme and terms and conditions of service for LoD lawyers to enable the LoD to increase its number of lawyers and service the MDAs in a  timely manner | Incentive schemes introduced and improved terms and conditions of service provided to staff | JLSC/  MoJ | x | x |  |  |
| Enhance the capacity of the OARG for the registration and depositing of all contracts and MoUs that involve and concern the GoSL | Increase in the number of timely and early consultations by MDAs | MoJ/OAR G | x | x |  |  |
| Establish liaison officers and guidelines for MDAs | Liaison officers and guidelines in place | MoJ/LoD | x | x |  |  |
| % of advises provided during the drafting of  contracts and |

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|  |  |  |  | MOUs |  |  |  |  |  |  |  |
| % of contracts and MoUs deposited at the  OARG |
| Legislative and regulatory reform strengthened | Conduct analyses of legislative reform needed | Number of bills drafted by the LRC | Amended laws and regulations, data and reports available | LRC | x | x | x | x |
| Number of laws researched and reviewed by the  LRC |
| Develop and take forward prioritised legislative programme for commercial law reform in light of new priorities identified by MDAs in light of Ebola outbreak. | Legislative programme for commercial law developed | LRC  MoJ |  |  |  |  |
| Develop and strengthen legislative and institutional frameworks to enable them meet international standards |

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|  |  |  | Strengthen the capacity of the Law Reform Commission to enable it research, review, draft and modernise the legislative  landscape of SL | Number of research and drafting training conducted |  | LRC | x | x |  |  |  |
| Amend the ACC Act of 2008 to remove its limitations to public officers and extend corruption offences to the  private sector | ACC Act 2008  amended to include corruption offences to the private sector | ACC  MoJ/LoD LRC | x | x |  |  |
| To enact the Alternative Dispute Resolution Bill | Enactment of the legislations and amendments thereto | LRC/  MoJ | x | x |  |  |
| Enforcement of court orders through office of the Bailiffs |
| Setting up small Claim courts |

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|  |  |  | Review and update employment laws including the Industrial Relations Act 1971 and the Employer and Employed Act Cap 212 of the Laws of Sierra  Leone 1960 |  |  |  | x | x |  |  |  |
| Review of the  Sale of Goods Act Cap 225 | x |  |  |  |
| Development of a law on Consumer  Protection | x |  |  |  |
| Development of a Competition Law to regulate anti-competitive conduct by companies.  Development of a Competition Law to regulate anti-competitive conduct by  companies. |  |  |  |  |
| Review and ratification of International  Conventions | International Conventions reviewed and  ratified | MoJ/ MFAIC | x | x |  |  |

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|  |  |  | Upload the laws and regulations regarding the legal requirements for investing in Sierra Leone to the website of  MOJ | Relevant commercial laws and regulations uploaded on MOJ website |  | MoJ/ JSCO | x | x |  |  |  |
| Improve the facilities of the FTCC and the Commercial and Admiralty Division of the High Court to ensure that those cases not filed at the FTCC enjoy the same improved conditions of justice  dispensation | Facilities of the FTCC and the Commercial and Admiralty Division of the High Court | Judiciary | x | x |  |  |
| Perception of judicial independence and impartiality improved | Recruitment of full-time Judges to the Commercial  Court | No. of Judges appointed to the FTCC | Public perception surveys, reports from MDAs and CSOs | Judiciary | x | x |  |  |
| Organise events (seminars and workshops) for relevant  stakeholders | No. of public events organised | Judiciary | x | x |  |  |
| Establish a public relations unit to improve the image of the  Judiciary | Public relations office established and operational | Judiciary | x | x |  |  |

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|  |  |  | Organise activities (trainings and workshops) for media practitioners on reporting court procedures and  judgements | No. of activities organised for media practitioners |  | Judiciary | x | x |  |  |  |
| Extend the FTCC website to include the rest of  the Judiciary | No. of judgements published online | Judiciary | x | x |  |  |
| Develop and implement action plan to improve performance of Commercial Court and  address backlog | Performance of the Fast Track Commercial Court improved and number of backlog reduced | Judiciary | x | x |  |  |
| Pilot initiatives to address community level disputes arising from Ebola outbreak, and scale up if  appropriate | No of initiatives piloted in communities | Judiciary | x | x |  |  |
| Online updates and summary of important judgements and decisions, particularly those from the FTCC to be published  on website | Publication of Law reports | Judiciary | x | x | x | x |
| **Outcome 6** | **Communication** | Data Collection,  Analyses and | Establish  automated | Records and data  collection, | Reports ,  data collected | JSCO  SSL | x | x |  |  | Availability  of funds and |

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|  | **and stakeholder engagement improved** | Management Systems improved | records and data collection, collation and management system across the system | collation and management system across the sector established |  |  |  |  |  |  | willingness of MDAs to have an integrated approach |
| Improve the analysis and data management system | x | x | x | x |
| Recruitment of legal researchers | x | x |  |  |
| Establish a sector-wide case tracking system | Sector-wide case tracking system established |  | JSCO SSL |  |  |  |  |
| Public Information, education and communication improved Interface between Justice Sector and the Public Improved | Establish and update website in all justice sector MDAs | No of websites established, updated and in operation | Public perception surveys, reports, public education materials , pamphlets, and posters | JSCO  All MDAs | x | x | x |  |
| Upload laws and regulations on the websites | Improvement in the perception of the justice sector | SierraLII |
| Establish institution specific newsletters for  the justice sector | No of Newsletter published | All MDAs |

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|  |  |  | Organise regular public education, sensitization and communication programmes to publicize the achievements and challenges of  the sector | No of public education, sensitization and communication programmes undertaken |  | JSCO | x | x |  |  |  |
| Conduct public perception surveys on justice  sector issues | Number of perception survey  undertaken |  | JSCO | x | x | x |  |
|  |  |  | Development and implementation of sector specific communication strategy | Number of justice sector institutions with effective communication  strategies | Reports of MDAs,  perception surveys | JSCO |  |  |  |  |  |
| % increase of public trust in the  justice sector |
| Number of engagements between justice sector institutions and  the public |
| Public and Stakeholder Engagement on the Mandate of the Strategy | Centralisation to make the JSCO as a focal point for all donor organisations, governmental departments, and public actors to collaborate, obtain/disperse  funding, and | Number of developments in strategy contributed through the collaborative effort between public and various stakeholders | Reports of MDAs,  perception surveys | JSCO | x | x | x |  |  |

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|  |  |  | engage in meaningful discourse |  |  |  |  |  |  |  |  |
| Implement a public engagement strategy that informs and attracts the public to participate in relevant and appropriate justice sector  matters | Perception survey on public engagement/infl uence with justice sector strategies |
| Disseminating information to inform all relevant stakeholders and actors that the JSCO is the central component of coordination for  the justice sector | Support of prominent organisations for centralisation policy |