PROGRAMME DOCUMENT

[Sierra Leone, West Africa]

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Project Title: Rule of Law and Sustaining Peace and Social Cohesion Programme Document

Project Number: 00090095

Implementing Partner: The Judiciary of Sierra Leone, the Justice Sector Coordination Office (JSCO), the Office of the Vice President, the Ministry of Justice (MoJ), the Sierra Leone Correctional Service (SLCS) and Sierra Leone Police of the Ministry of Internal Affairs (MIA), Ministry of Gender and Children's Affairs, Ministry of Political and Public Affairs (MPPA), Office of National Security (ONS), the Human Rights Commission of Sierra Leone (HRCSL), the Legal Aid Board (LAB), the Independent Police Complaints Board (IPCB), Local Policing Partnership Boards (LPPBs), Decentralised Security Structures (Provincial, District and Chiefdom Security Committees) and Civil Society Organisations (CSOs).

Start Date: 1 July 2020 **End Date:** 30 June 2024 **LPAC Meeting date:** 25 August 2020

Brief Description

UNDP has long recognised that strong commitments to the rule of law and human rights are prerequisite to achieving and sustaining peace, promoting social cohesion and building resilience, as well as to realising the vision now set forth in the Sustainable Development Goals (SDGs). Prior to 2020, the UNDP office in Sierra Leone has supported justice, security, social cohesion and peacebuilding initiatives across evolving programme contexts.

The overall goal of this portfolio document is to strengthen and expand infrastructures and systems of rule of law (ROL), human rights protection, peace, security and social accountability in Sierra Leone. Interventions will be undertaken that will respond to the needs, expectations, and aspirations of the public and that are geared toward achieving the overarching imperative of sustaining peace and building resilience. The portfolio will support the enhancement of justice, security, human rights and social structures and processes that promote national and local level dialogue, prevent and mediate local and national conflicts, improve citizens' access to justice, especially for the most vulnerable (including women, juveniles and people with disabilities – PwDs). It is expected that this will contribute to sustaining peace, promoting social accountability for service delivery and the necessary resilience to shocks and social vulnerabilities.

Additionally, the programme seeks to enhance the fight against sexual and gender-based violence (SGBV), women's rights violations and abuses and discriminatory practices against PwDs. It also seeks to strengthen national and grassroots' peace initiatives with increased participation of women in enhancing their contribution to decision-making in peacebuilding processes.

This portfolio intends to complement the efforts of the Government of Sierra Leone (GoSL) by focusing on strengthening the institutions, policy processes, structures at local and national levels and promoting citizen-state engagement and building citizen-community dialogue through structures that foster sustainable peacebuilding and social cohesion. Accordingly, the portfolio will contribute to

achieving the objectives of the Medium-Term National Development Plan (MT-NDP) 2019-2023,[1] Cluster 4: Governance and Accountability for Results, in particular, sub-cluster 4.1: 'Political development for national cohesion', sub-cluster 4.5: 'Promoting inclusive and accountable justice institutions' and sub-cluster 4.9: 'Strengthening security institutions'; and cluster 5: 'Empowering Women, Children and Persons with disabilities'. It is further aligned with the Sierra Leone Justice Sector Reform Strategy and Investment Plan (JSRSIP IV) 2019-2023[2] and the strategic implementation plans around Security Sector Reform (Second Security Sector Review for Sierra Leone (2012-2022).

The portfolio will build on the lessons learned from the implementation of UNDP's Strengthening Rule of Law, Security and Human Rights and Sustaining Peace and Social Cohesion in Sierra Leone Projects, especially in fostering collaboration and coordination with national stakeholders for collective action towards addressing persisting development challenges within the institutions of rule of law, human rights, security, social cohesion and peace. It will build on the gains made in the integration of the Justice App to enhance the case management system in the judiciary and the correctional services, sustain the prison courts model of decongesting overcrowded correctional facilities and improve the legislative framework within the justice sector, build stronger networks for mediating conflicts and where possible averting open confrontations at community levels. The portfolio will support the review and reform of the Sierra Leone Correctional Service (SLCS) Act, the Correctional Rules, the revisions of the Independent Police Complaint Boards (IPCB) and the Human Rights Commission of Sierra Leone (HRCSL) Acts, as well as supporting the Strengthening Democratic Institutions Portfolio in their drive to enhance the capacity of government institutions to develop and implement laws and policies. Furthermore, the portfolio will continue to strengthen the capacity of the SLCS to ensure that they have the capacity to sustainably continue institutional reform and focus on developing its industries and accommodation capacities with improved water and sanitation through the refurbishment of key detention facilities as well as its case management and the earning scheme. The Office of the Vice President will play a key role in the oversight of strategic peace and mediation infrastructures and processes that will contribute to enhancing sustainable peace and social cohesion in Sierra Leone. Coordination continues to be the main anchor around which sector partners will harness their interventions and build stronger partnership to achieve set goals. The portfolio will continue to work with the JSCO to serve as the centre piece for enhanced results through interface among partners on key sector program interventions including the coordination on the High-Level Political Forum (HLPF) and reporting on SDG 16.

UNDP will continue its partnership with key stakeholders of the GoSL, including the Law Officers' Department (LOD) within the Ministry of Justice (MoJ), the Ministry of Interior Affairs (MIA), the Sierra Leone Police (SLP), the Justice Sector Coordination Office (JSCO), the Judiciary, the Human Rights Commission of Sierra Leone (HRCSL), the Legal Aid Board (LAB), the Independent Police Complaints Board (IPCB), the Office of the Vice-President (OVP), the Office of National Security (ONS) and Civil Society Organisations (CSOs) and relevant UN Agencies. Within UNDP, the portfolio will foster inter-cluster synergies to optimise achievement of the organisation's strategic results.

The portfolio contributes directly to UNDP's Country Programme Document (CPD) 2020-2023[3] and the UN Sustainable Development Cooperation Framework (UNSDCF) 2020-2023. At the global level, it is aligned with the UNDP Global ROL Programme, the Sustainable Development Goal (SDG) 16: 'Promoting peace, justice and strong institutions' and SDG 5: 'Promoting gender equality and empowerment of women and girls'.

The project seeks to contribute to the four (4) outputs as below stated:

[1] See the Sierra Leone Medium-Term National Development Plan

[3] See approved UNDP CPD Document by the UNDP Executive Board in September 2019

1. *Output 1: Inclusive and gender responsive ROL and human rights institutions and systems are strengthened to uphold and expedite human rights, access to justice and security at national and local levels strengthened.*
2. *Output 2: Strengthened social cohesion and security of local communities to prevent conflict and promote peace in Sierra Leone strengthened.*
3. *Output 3: National Policy Formulation and Implementation Improved and Inclusive.*
4. *Output 4: Civil society and community peace and security structures capacity strengthened to address injustices and conflict in local communities.*

Contributing Outcome (UNDAF/CPD, RPD or GPD): Indicative Output(s) with gender marker[2]:	**Total resources required:**	10,000,000 USD
	Total resources allocated:	
	UNDP TRAC:	3,800,000 USD
	Donor Irish:	USD
	Donor INL:	600,000 USD
	Donor GROLP	187,600 USD
	Government:	-
	In-Kind:	-
	Unfunded:	**5,412,400 USD**

Agreed by (signatures):[4]

Government	UNDP	Implementing Partner
Print Name:	Print Name: Samuel Doe	Print Name: IBRAHIM TOMMY
Signature	Signature	Signature

[2] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality).

ABBREVIATIONS

ACC	Anti-Corruption Commission
AWP	Annual Work Plan
CDIID	Complaints, Discipline & Internal Investigations Department
CPD	Country Programme Document
UN CRC	Child Rights Convention
CISU	Central Intelligence and Security Unit
CRC	Constitutional Review Committee
CSO	Civil Society Organisation
DDR	Disarmament, Demobilisation and Reintegration of Ex-Combatants
DfID	Department for International Development
ECOWAS	Economic Community of West African States
EVD	Ebola Virus Disease
FSU	Family Support Unit
GBV	Gender Based Violence
GoSL	Government of Sierra Leone
HRCSL	Human Rights Commission of Sierra Leone
INL	Bureau of International Narcotics and Law Enforcement Affairs
IP	Implementing Partner
IPCB	Independent Police Complaints Board
ISAT	International Security Assistance Team
JOMED	Judicial Office for Monitoring, Evaluation and Mentoring
JSCO	Justice Sector Coordination Office
JSRSIP	Justice Sector Reform Strategy and Investment Plan
IPCB	Independent Police Complaints Board
LAB	Legal Aid Board
LOD	Law Officers' Department
MDA	Ministries, Departments and Agencies
MEL	Monitoring, Evaluation & Learning
MIA	Ministry of Internal Affairs
MoJ	Ministry of Justice
MOPED	Ministry of Planning and Economic Development
MT-NDP	Mid-Term National Development Plan
NaCCLE	National Coalition for Community Legal Empowerment
NASSIT	National Commission for Social Security and Insurance Trust
NCMS	National Crime Monitoring System
NCPwD	National Commission for Persons with Disability
NEC	National Electoral Commission
NRA	National Revenue Authority
ONS	Office of National Security
PPRC	Political Parties Registration Commission
ProDoc	Project Document
SDG	Sustainable Development Goal
SGBV	Sexual and Gender-Based Violence
SLCS	Sierra Leone Correctional Services
SLP	Sierra Leone Police
SPC	Standing Police Capacity (UN)
SSR	Security Sector Reform
SSRR	Security Sector Review Report 2012
TOCU	Transnational Organised Crimes Unit
TRC	Truth and Reconciliation Commission

I. DEVELOPMENT CHALLENGE

1.1 Context Analysis

Sierra Leone is an example of a post-conflict country that has successfully transitioned from conflict to a fragile post-conflict state. Post-war Sierra Leone has made considerable progress in consolidating peace and establishing the foundations for a strong, stable, and resilient nation. The country has held four consecutive post-conflict elections and two transitions of power and has developed and implemented three generations of justice sector reform processes, with the fourth generation currently implemented. These events have enabled real transformation towards resilience. This transformation has been shaped by an emphasis on the development of the rule of law, peacebuilding and effective collaboration with the international community and development partners. Since 2002, successive governments and national development plans have prioritised good governance, peacebuilding, and the rule of law as a cornerstone for Sierra Leone's post-conflict reconstruction. Consistent with this is the Medium-Term National Development Plan (MT-NDP-2019-2023) of Sierra Leone, launched in February 2019. The MT-NDP focuses on human capital development and integrates the Sustainable Development Goals, the African Union Agenda 2063 and the New Deal for Engagement in the Fragile States. The plan reaffirms the country's commitment to good governance. The Minister of Economic Planning and Development in a foreword in the MT-NDP states:

> ***Fully aware of the chequered past of our beloved country and the high expectations of our people to see a positive socio-economic transformation ... our Government has made a strong commitment to building an inclusive and resilient society that is anchored on democratic governance and the rule of law.5***

Drawing from UNDP's definition which refers to "social cohesion" as "the extent of trust in government and the willingness of society to participate collectively toward a shared vision of sustainable peace and common development goals"[6], the ROL and Sustaining Peace and Social Cohesion Portfolio seeks to address the challenges associated with creating an enabling environment for enhancing rights and the smooth application of ROL standards for inclusive governance, heal divisions and encourage citizens to work together to lay strong foundations for social cohesion and lasting peace.

As a result of the outcome of the National Dialogue/Conference referred to as Bintumani III held in May 2019 and supported by UNDP, the government has begun the development of a "roadmap for peace" as well as developing a White Paper on establishing a National Peacebuilding Commission.. At the same time, led by the Office of the Vice President, the government is working on healing divisions and promoting reconciliation in fragile districts throughout the country as a short-term response to mitigate the lingering effects of electoral violence and conflicts within communities.

Post-conflict Sierra Leone, especially in the last two decades, has experienced an enhanced investment in mechanisms for justice, peace and social cohesion such as strengthening rule of law institutions, electoral management bodies, national security coordination, anti-corruption and human rights protection. Furthermore, the second-generation Security Sector Reforms (SSR) emphasised the role of an effective police force in promoting democratic accountability and facilitating civil liberties. Consequently, an increasing number of women are participating at the leadership level of the Police

[5] See the Medium-Term National Development Plan of Sierra Leone.

[6] See UNDP, (2020). "Strengthening Social Cohesion: Conceptual Framing and Programming Implications" New York USA. Pg. 7.

hierarchy. The current Deputy Inspector General of Police is a woman, with two more of her colleagues being Assistant Inspector Generals of Police. Additionally, several female officers are playing leading roles in various departments and units in the Sierra Leone Police (SLP). These are signs of progressive gender mainstreaming and gender responsiveness in the SLP. The restructuring of the Police saw the emergence of departments focused on gender issues including domestic violence offences and sexual and gender-based violence under the Family Support Unit (FSU) and the one-stop-shop on Sexual and Gender-Based Violence Center for the provision of multi-sectoral response to SGBV.

Over the past five years, the Sierra Leone Police (SLP) has increased the number of police stations with FSU "from 67 in 2014 to 81 in 2019…[which saw an increase in reporting of sexual, gender and domestic violence-related cases] from 8,043 in 2015, to 9,135, in 2019."[7] With a corresponding increase in police stations, the establishment of emergency toll-free lines, expansion in Community Relations Departments and a Local Police Partnership Board, increased training and strengthening of operational systems and the introduction of a National Crime Monitoring System (NCMS), the capacity of the SLP to manage crime and reduce perceptions of insecurity improved.

The establishment of the Independent Police Complaints Board (IPCB) in 2013 was a major step in advancing a culture of accountability and oversight mechanisms for investigating complaints from the public about the Sierra Leone Police. With the support of UNDP, the IPCB rebranded its offices and undertook extensive consultation introducing new procedures, systems and key thematic reports in complaints management, investigation management and research. Its capacity to deliver on its mandate including investigating major complaints of abuse of power is growing with the recruitment of key staff.

In 2014, prisons reforms began with the passing of the Correctional Services Act which effectively commissioned the transformation from a penitentiary to a corrections regime. Over 300 correctional officers have received extensive training in modern prison standards including the UN Minimum Standards for the Treatment of Prisoners (Mandela Rules) and the UN Rules for the Treatment of Women Prisoners and Non-Custodial Measures for Women Offenders (Bangkok Principles).

The leadership has integrated these standards in their management, including a modernisation programme that involves the introduction of an automated biometric case management system. Reforms in the Correctional Service have also witnessed a renewed emphasis on rehabilitation of inmates through skills training and psycho-social development and the strengthening of industry programmes to benefit inmates' rehabilitation and reintegration.

Under the current rehabilitation regime of the Correctional Service, over 250 inmates have for the first time had bank accounts opened for them to save their incomes from the sale of goods and services following completion of various training. The launch of the Miss Correctional Beauty Pageant has come to exemplify the culture of rehabilitation within the prison system and has improved the perception of the public about inmates as people who can positively contribute to society upon reintegration.

Within the justice sector, in 2016, an updated salary system was introduced to attract young and competent lawyers to the Judiciary and Ministry of Justice. Recruitment has since doubled from 15 judges in 2015 to 35 in 2019, while the number of state counsels has climbed from 7 to 25 in the same period.[8] Recruitment of additional judges and magistrates and state counsel have not only increased the capacity of the two institutions to respond to the growing number of cases but it has allowed for expansion into new judicial arenas and the specialisation of the justice system.

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[7] Sierra Leone Police (2020): "Strategic Plan of the Sierra Leone Police 2020-2024" Freetown, Sierra Leone.

[8] Justice Sector Coordination Office. (2017). "Internal Report on the Justice Sector in Sierra Leone". Freetown. Sierra Leone.

Over the last five years Commercial, Children's and Juvenile, Anti-Corruption, National Social Security and Insurance Trust (NASSIT) and Sexual Offences Courts have been established within the Judiciary. Currently, there is an increase of formal justice structures throughout Sierra Leone including fourteen districts with magistrate courts sitting in the main judicial districts with some covering other locations through mobile court sittings.

Under the UNDP projects "Promoting Transparency in the Judiciary", and "From Prisons to Corrections", the 2018 Bail Regulations were developed, adopted, and are being progressively implemented. The Regulations are aimed at simplifying bail and reducing the tendencies for more custodial decisions from the Bench. Established alongside this were the Bail and Sentencing Committee, which will identify and troubleshoot gaps when implementing the regulations, and the Prisons Court in collaboration with the Legal Aid Board (LAB), which are aimed at reducing overcrowding and prolonged and arbitrary detentions in the correctional services. As well as the establishment of the Judicial Office for Monitoring Evaluation and Mentoring which will provide continuous mentoring and supervision of judicial officials.

The interventions above contributed to the development and implementation of a case management system known as the Justice App that is installed on phones and computers and used to share information among key justice sector institutions like the Sierra Leone Correctional Service, the Judiciary, and the Director of Public Prosecutions while at the same time making it easier for judges to view cases and review the antecedent history of inmates while making their judgements.

As part of the recommendation of the TRC, expediting delivery of justice through the provision of legal assistance to the poor, the LAB was established in 2015 with 100 per cent funding from the Sierra Leone government. Since 2015, the LAB has expanded its services to almost every district with a paralegal and an office in every region. Coupled with this, it has provided various forms of legal aid to over 50,000 clients. With support from UNDP Rule of Law Programme, the LAB developed a new strategic plan, undertook a comprehensive mapping of legal aid service providers across the country, increased representation for women in civil cases, trained legal aid practitioners on providing legal assistance and developed a curriculum for paralegal training by tertiary institutions. In addition, it has developed key partnerships with the military, market women, police, motor drivers and bike riders, and various communities while using its position as a public defender of the poor to draw attention to the plights of marginalised groups like widows, army wives and rural women.

On its part, the HRCSL has also experienced significant transformation since it became operational in 2007, largely with funding from the Peacebuilding Commission. With sustained support from Irish Aid in collaboration with UNDP, the Commission continues to serve its promotion and protection roles, building a culture of respect for human rights and facilitating access to remedies for aggrieved victims of human rights violation and keeping the government and other actors in check on the obligations to promote and protect human rights, even though without experiencing significant limitations in the discharge of its mandate. Its annual state of human rights report and various investigative reports continue to serve as a measurement of post-war progress on human rights promotion and protection. The Commission continues to maintain a 'Grade A' status ranking by the Global Alliance of National Human Rights Institutions (GANHRIs).

Between 2015 and 2019, Sierra Leone made significant progress in the fight against corruption and 2019, the country was third in Transparency International's Global Corruption Barometer Survey report on citizen's perception on the general progress their countries are making against corruption in Africa. The Commission has investigated over 2,000 cases and successfully prosecuted over 300. In 2019, the ACC Act was amended to provide the Commission with the mandate to investigate bad contracts, examination

malpractices, undertaking trials in absentia, utilising alternatives to prosecution and seeking hefty fines when prosecuting cases and the establishment of the Anti-Corruption Court.

1.2 Key development Challenges related to Rule of Law, Sustaining Peace and Social Cohesion programming in Sierra Leone

The progress achieved in the last two decades in the rule of law sector, and in fostering peacebuilding and social cohesion in post-war Sierra Leone has been remarkable. However, these gains continue to be overshadowed by significant systemic and structural challenges that persistently affect efforts toward building a resilient and peaceful Sierra Leone. For instance, 18 years after the end of the civil war, the country continues to grapple with challenges related to ethno-regional divides, political violence, and lack of social cohesion. These challenges point to the fact that the country has not succeeded in fully addressing the root causes and the historical legacies of the conflict and as such, there is the need for a focus on strengthening peace and social cohesion and enhancing mechanisms for improving the rule of law and access to justice for all across the country. Some of these key challenges as captured in many empirical data and sector survey reports are highlighted below:

(a) Lack of Synergy between Rule of Law, Peacebuilding and Social Cohesion Programming

In practice, ROL, human rights, security and social cohesion programming has been undermined by lack of effective coordination and complementarity of efforts by both government agencies and donors. This persistent challenge has contributed to limited coordination and delays in service delivery, poor sustenance of reforms in the sector due to limited implementation and lack of trust and confidence in institutions by the citizenry. There have been limited attempts to appreciate the need for synergy across national programming by both government and development partners between rule of law programmes and peacebuilding and social cohesion. Over the years, these programmes have been implemented separately without coordination and synergy. For the most part, there has been a failure to appreciate the fact that rule of law programmes are fundamental ingredients to peacebuilding. While effective elections are essential for peacebuilding, the management of electoral processes and disputes by rule of law institutions such as the Police and Judiciary is critical to maintaining peace and social cohesion across the country. Evidently tendencies toward the use of ethno-regional politics by political parties have not only exposed weaknesses in peacebuilding efforts but also the lack of capacity on the part of government institutions and development partners to adequately coordinate activities and respond to existing and emerging challenges.

With the expansion of various rule of law, peacebuilding and social cohesion programmes, there is a lack of an overarching coordination mechanism to enhance smooth implementation, promote synergy, collaboration and reduce waste and duplication of resources. This in part explains the challenges in harmonising and sustaining interventions in these areas. The failure to establish a strong and effective coordination mechanism at the heart of government has meant emphasis for programme implementation is placed on activity results and not impact.

(b) Weak and non-inclusive formal and informal structures to access to justice, security, and social cohesion

The lack of durable political solutions coupled with increased political polarisation and limited national efforts in preventing or mitigating conflict and promoting peace and social cohesion continue to hamper efforts toward service delivery and social cohesion in Sierra Leone. This has significant impact on the ability of government to cater for the justice and security needs of its citizens. Despite the increasing number of citizens accessing justice and rule of law services since the end of the civil war, serious

limitations remain both in process and structures. The growth in justice institutions corresponding to the construction of new courts, police stations, the establishment of Legal Aid Board units and the increased number of personnel in these institutions, continue to be predominantly based in urban areas. The costs associated with travelling to access services is an obstacle that continues to keep many away from justice and security services. The lack of judges, state counsels and police and defence counsels in key populated districts deprives many citizens of access to justice, especially women and children. For instance, districts such as Falaba, Kambia, Pujehun, Bonthe, Moyamba, Tonkolili, Kabala and Kono remain severely underserved by justice structures as there are no judges. These districts have not only grown in population but the complexity of legal problems including cases of rape and land and property disputes requires the presence of rule of law structures to attend to these cases on the ground. The situation is exacerbated by poverty and poor road networks which lead many citizens in need of justice services to either give up or turn to less human rights friendly alternative dispute resolution mechanisms. This situation at best continues to nurture a growing sense of frustration and impunity and at worse reinforces a loss of confidence in the justice system in the country.

Women continue to be adversely affected by discriminatory practices across both formal and informal justice settings, which hampers their ability to access justice, security and live in peace. Local courts practices and procedures remain essentially discriminatory toward women and manifest stiff resistance to the recognition and application of women and children's rights at community levels. With over 70% of the population having to turn to local courts for redress of their disputes and with women constituting over 51% of Sierra Leone's population, the need to provide support to these local structures is pressing, to enable them to provide justice and security for all. In addition, local structures and platforms established at community levels to mitigate conflicts and resolve tensions and conflict remain non-inclusive and significantly discriminatory against women and youth who are often side-lined and have limited ability to make contributions in local dialogue platforms for voice, peace and security.

(c) Weak implementation of institutional reforms and conflicting legal and regulatory frameworks increasing state fragility

Many reforms have been undertaken in the sector. However, they have either not been completed or have been unable to achieve the desired results and thus were unsustainable. For example, the constitutional review process, which was initiated in 2013 and completed in 2015, with the aim of addressing some of the dire constitutional and legal limitations in the country is yet to be finalised. Legal reforms including the passage of the Criminal Procedure Bill, the revision of the SLCS, HRCSL and IPCB Acts remain incomplete. The conflicting legal and regulatory framework does not advance the interest of the masses with, as a result, deepening political tensions and weaknesses in governance.

The International Growth Centre's Fragility Report (2018) indicates that many of the conflict drivers that underpinned the war in Sierra Leone, such as a weak social contract between the citizenry and the Government and the absence of a supportive state environment, still exist.[9] The structural and proximate causes of the current fragility in Sierra Leone could be attributed to the failure to effective implementation and enforce existing laws and policies, a combination of long term political and economic issues in addition to post-elections and ongoing divisions, the weak capacity of national actors to mitigate conflict and address causes, as well as a lack of social cohesion impacted by community fragmentation and marginalisation, especially of youth and women.

(d) Weak prevention and response mechanisms for SGBV, women's rights and security

[9] Ganson.B, M'Cleod. H. (2018). 'The underlying causes of fragility and instability in Sierra Leone'. The London School of Economics-Oxford Commission on State Fragility, Growth and Development, UK.

Sierra Leone continues to grapple with an appalling increase in sexual and gender-based violence (SGBV) offences perpetrated against young girls and children. Recent data from several state and non-state service providers show a disturbing trend of children victims of sexual assaults. According to police statistics, reported cases of sexual and gender-based violence nearly doubled last year to over 8,500, a third of which involved a minor.[10] While there has been significant progress in the support and response mechanisms for victims and increasing accuracy in data collection and case management for SGBV, there is a palpable sense of hopelessness over what appears to be the failure of the justice and security systems to adequately respond to this crisis. In rural areas, the failure to have prosecution even in major and well-publicised cases continues to dampen public confidence in the justice system while perpetuating a sense of impunity. This is despite the national state of emergency declaration by the Government of Sierra Leone on rape and the introduction of harsh penalties for rape and sexual assault crimes under the amended Sexual Offences Act 2019.

Even more disturbing is the growing neglect of victims of SGBV. Too often, victims of SGBV are left to face the perpetrators of their crimes in the same communities without any meaningful protection, limited access to legal aid services and psychosocial support mechanisms. This is amplified by the lack of safe homes across the country and the limited awareness of ways to seek support among communities. The provision of safe homes to protect survivors from victimisation and stigmatisation has proven to be a lifeline, especially with child victims where the perpetrator is often a family member. The lack of these facilities across the country is a major factor in discouraging women and other victims to come forward and/or pursue prosecution of sexual violence cases. More significantly, it leaves behind a growing population of despondent and forgotten victims of SGBV with their rights often trampled upon by both the suspects and the system that is supposed to protect them.

(e) Delays in justice and security service delivery and poor administration of justice by the local courts

The process of delivering justice has been contending with significant challenges because of obsolete and historically outdated legislations and procedures that are largely responsible for causing excessive burden and delay on the justice system in the country. On the one hand, for instance, dependence on handwritten notes of judges without stenographers can turn what should be a two-hour court session into weeks. In some cases, poorly written notes create confusion resulting in delays, especially in matters where the judge or magistrate was unable to complete the matter. On the other hand, little has been done to update legislation (some of which were inherited at independence or during the colonial era) to modern standards. A striking example is the Criminal Procedures Act 1965 which is the fulcrum upon which the criminal justice system revolves but has failed to respond to the growing demand for justice in a fast-changing world with complex legal problems. Its provisions contradict the democratic aspirations of the country including international human rights standards.

At the heart of the delay in the justice system is the inadequate number of state counsel. For instance, there are less than five state counsel in all regions outside of Freetown, attending to cases from 19 localities and a population of over 7 million.[11] The regular nightmare in the offices of state counsels in the provinces is a stockpile of unattended cases contributing to a huge backlog of cases and increasing the population in correctional centres for lack of trials. With fewer judges and magistrates, many innocent victims are left to languish in cells, often without indictments. Added to this, is the fact that most state counsel offices and courtrooms lack basic equipment like photocopiers to process

[10] See: https://www.aljazeera.com/news/2019/02/sierra-leone-president-declares-rape-national-emergency-190208145036124.html. (Accessed on 29 July 2020).

[11] Based on interviews conducted with members of the judiciary in several locations across the country.

documentation needed to move cases from one stage to another. State prosecutors too often lack the resources to manage witnesses including information dissemination and protection.

Additionally, the application of bail and the jury system remain complicated. On the one hand, bail application remains inconsistent, unpredictable and usually lacks fairness. The bail application process, which should be guided by the 2018 Regulations, is often left to the whims and caprices of judicial officials due to a lack of monitoring and oversight mechanisms and procedures. Additionally, there is a lack of capacity to effectively manage the jury system as they lack the resources and the systems required. Trials where jurors are required often go on endlessly due to the inability to empanel jurors, especially in the provinces. This, to a large extent, drains the confidence of the public in the justice system.

The administration of justice at the local level also presents its own peculiar challenges. Local courts which are present in the country's 194 Chiefdoms administer and deliver customary justice based on customary norms and values, some of which contend with international human rights norms and standards. An estimated 70% of the country's population turn to the customary justice system for remedy when aggrieved.[12] However, even though local courts offer accessible, affordable and speedy justice services, they are however male-dominated, and their decisions are often influenced by the orientation of male customary judges about what is right or wrong, based on customary law. Customary laws are largely unwritten, and decisions of the court are largely unpredictable. The fact that there is a strong reliance on the traditional or customary justice delivery system emphasises the need for an appropriate intervention to support capacity building for customary judges in the administration of justice, gender and women's rights.

(f) The Lack of Innovation

The last five years witnessed a shift from a traditional approach to justice delivery to a more determined effort to embrace innovation and technology. This shift has been characterised by the introduction of innovative approaches to justice delivery including electronic case management systems in several justice sector institutions. Together, these innovative systems demonstrate a huge potential to expedite justice and improve transparency and accountability. However, the issues confronting the systems range from a lack of policy guidelines on what data to capture, and how to share, store and disseminate it, to the lack of capacity and failure to promote integration and scale up access by other partners. Additionally, most institutions have been unable to come up with innovative approaches that could lend themselves to attractive programmes that donors are willing to fund. The need to scale up innovation is critical if the problem of access to justice; expedition and prevention of miscarriages of justice are to be addressed. Innovation is also fundamental to enhancing public confidence, protection of human rights and vulnerable groups like women and children.

(g) Overcrowding and the Weak Rehabilitation and Reintegration Regime within the Correctional Service

Between 2015 and 2020, the prison population saw a 110% rise from around 2,000 to 4,500 inmates.[13] This is more than a 400% overcrowding of the 19 correctional facilities whose combined capacity is 1,200.[14] Despite the expansion of new correctional and holding facilities lately[15], the correctional centres remain overcrowded, understaffed and many are lacking basic water and sanitation facilities. Bteweent

[12] Bangura, I. (2016). "An Assessment of Orthodox Security Sector Reform in Sierra Leone", Center for Security Governance, Canada.

[13] Based on data provided by the Sierra Leone Correctional Service.

[14] Ibid. Also based on interviews with staff of the SLCS.

[15] Waterloo holding centre hosting 105 inmates, Mafanta expanded with 2 refurbished blocks holding 235 inmates.

2015 and 2019, UNDP supported the decongestion of the facilities bringing down the pretrial detention rates from 55% to 45%. However, these figures are now rapidly increasing. The human rights implications of this situation continue to be re-echoed in consecutive reports by the Human Rights Commission, Amnesty International and other local civil society groups. Additionally, the existing practices go against the principles that guide the standard minimum treatment of prisoners such as the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Mandela Rules) 2015. Congestion in the correctional facilities continues to undermine effective rehabilitation and reintegration programmes due to a lack of living and recreational spaces.

A recent investigation into the welfare of inmates by a BBC journalist, Umaru Fofana, highlighted serious health and security related risks to inmates in overcrowded cells. The reports also suggest that prolonged detention in tight cells contributed to the poor mental health of some inmates. In addition, the transformation from prisons to corrections with UNDP and the United States Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL) s support has not been complemented with the requisite investment in capacity building in rehabilitation by government or any other source of support. There is a paucity of technical expertise in various areas such as psychosocial support, carpentry, welding, masonry, etc and lack of adequate facilities like libraries and equipment for learning various trades. Visitation and contact with the outside world are hindered by poor resources, such as access to phones and data to contact family, and bad roads, particularly in centres like Mafanta, which hinder the ability of visitors to come on a regular basis. While this has an impact on all inmates, it particularly affects women who are subsequently cut off from their children in many cases. While the UNDP and INL support has helped with the refurbishment of 8 correctional centres with improved water and sanitation, the need for improved conditions of living behind bars cannot be over-emphasised.

(h) Weak human rights protection of citizens (including the rights and welfare of children and PwDs)

The persistent calls by the HRCSL and international and local CSOs about the threat posed to human rights protection continue to fall on deaf ears. The last three reports of the HRCSL have pointed to both internal capacity weaknesses and external challenges contributing to an atmosphere of impunity in the violation of human rights[16]. For instance, there is a lack of urgency and failure to appreciate the human rights violations implicit in the systemic failure to address the perennial problems of prolonged and unlawful detentions, e.g. delays in the proffering of indictments for trials against accused persons , inconsistencies in the application of bail application, wrongful charges of accused persons, police brutality, systematic repression, selective application of the Public Order Act 1965 and endless trials, to name but a few. These challenges are catalogued in consecutive HRCSL State of Human Rights Reports in the last five years continue to reinforce a negative perception of the human rights protection regime in the country.[17] Coupled with this, the weak institutional capacity of the HRCSL including low staff morale, lack of logistics to facilitate effective work, weak monitoring and investigations capacity and dwindling and unpredictable budget allocations continues to adversely undermine the HRCSL's ability to reach out to rural communities and carry out its human rights education and protection functions. At the forefront of these lapses is the non-protection of the rights of the most vulnerable, among whom are children and PwDs.

There is a growing perception among both the state and non-state actors consulted during the development of this document that the justice system does not adequately respond to the needs of children. Cultural attitudes are said to be hardening against children generally. A study by the National Commission for Children highlighted several cases demonstrating police being "heavy-handed" during

[16] See 2019 and quarters 1 and 2 reports of the HRC

[17] See HRC's State of Human Rights Reports 2016,2017 and 2018

children's activities that turned out to be riotous. The report also pointed out that "the manner of handling children in conflict with the law seems to be responsible for the breeding of hardened criminals".[18] With only two Remand Homes in Bo and Freetown, which are in poor conditions, many children are placed in cells with adult inmates exposing them to further criminality and stigmatisation. Intimidation and wider societal rejection of children in conflict with the law have seen most of them admit to criminal behaviours that they may not have committed. Implementation of the Government's National Framework for the Diversion of Children in Conflict with the Law and other international conventions regarding the right of the child remains weak across the country.

(i) The increasing spate of violence and elections-related unrest

Persistent inequality and exclusion within the socio-economic and political spheres continue to drive fragility and disrupt social cohesion. The recent political and social tensions have taken many forms protests, violent demonstrations, or the rise of potentially parallel structures such as criminal gangs disrupting social peace and attempting to rectify perceived exclusion through violence, intimidation, and other means. Ongoing divisions along ethnopolitical lines have and will continue to hinder development efforts in communities affected by political violence and could escalate into long-term threats to stability. Chiefdoms throughout the country that continue to suffer from electoral hurts are demanding accountability and justice for crimes, as well as rehabilitation for communities, to ensure they can rebuild any damage caused during the elections. This is coupled with existing development disparity and gaps in development. Divisions and antagonism remain at high levels, as demonstrated by the recent postponement of a local council by-election in Kambia due to violence among political followers. As a key area of interest for donors in the country, the international community, led by Ireland, the United States, European Union, the United Kingdom, and Germany, appealed to all Sierra Leoneans to remain peaceful and respect the democratic process. The appeal to uphold peace and respect the democratic process was reiterated to all political parties to remind their constituents of their commitment to a non-violent, law-abiding, and peaceful democratic process in Kambia and nationwide. Reports from the field confirm that community members continue to be mobilised by political actors and to act through intimidation and violence, which has brought some communities into the limelight as political hotspot areas.

(j) Weak Border Management and Community Support

The cross-border areas of Kambia and Kailahun districts bordering Guinea and Pujehun district bordering Liberia have been sources of instability, tension due to limited development support services and challenges of lack of inclusion and marginalisation. These areas are characterised by a poorly developed physical infrastructure; violent conflict; drugs, human and small arms trafficking; low literacy and high poverty levels. Most of the development indices in these cross-border areas are lower than the national average. Access to basic services such as clean water and sanitation, adequate health facilities and electricity remains a challenge. Those living in these areas are also highly vulnerable to shock, natural and man-made disasters, including climatic events such as droughts and poor natural resource management. Scarcity of resources leads to frequent conflicts among communities over water and access to land. These conflicts are exacerbated by ethnic rivalries, political incitements and an influx of illicit arms from neighbouring countries. Over and above these issues, is the sense of identity crisis as residents in these areas often do not feel a sense of citizenship to Sierra Leone, where they belong as per international boundary. The use of foreign currencies and access to services from other countries such as security and social services make these areas a potential flashpoint for international boundary disputes.

[18] National Commission for Children (2019): "A Study of Children and Violence in Sierra Leone" Freetown, Sierra Leone.

II. THE STRATEGY

UNDP as a trusted and credible partner of the GoSL has been playing a strategic role in strengthening the rule of law, social cohesion and sustainable peace in Sierra Leone. Through the ROL and Sustaining Peace and Social Cohesion portfolio, UNDP seeks to support key government policies, enhance the capacity of CSOs and other non-state actors and communities for delivery of accountable and transparent justice-related services. Taking into consideration the pre and post-war history of the country and the persistent patterns of gross human rights violations which pose a grave risk to peacebuilding and social cohesion in this fragile post-conflict state, this portfolio will ensure strategic alignment to government priorities of building strong and resilient institutions while also enhancing the capacity of oversight bodies and civil society to hold government accountable for the delivery of quality services. To ensure the realisation of the programme's objectives, the portfolio will build on key past achievements in the ROL and Social Cohesion programming. For instance, the support to the Judiciary for the development of the Justice App will be relied on for improved services to the public through an extension of the App to enable public access and use. The multiple capacity strengthening of security sector will be relied on to harness community engagement and participation in efforts towards building resilient societies and communities.

2.1. UNDP Comparative Advantage

UNDP has positioned itself as a strong and trusted development partner of the GoSL and a wide network of stakeholders including CSOs. As a result, UNDP enjoys a comparative advantage in Sierra Leone. For several years, UNDP has provided leadership in supporting capacity development of the justice and security sectors, human rights strengthening as well as the peacebuilding and consolidation processes through the pioneering Peacebuilding Fund and other funding programmes. Through these programmatic supports, the organisation has established strong relationships with both national justice institutions, peace platforms and CSOs, guided by the principle of promoting national ownership at both central and local levels. Its collaborative approach to the delivery of programme interventions regarding capacity development is relevant in leveraging strong partnerships, whilst also ensuring routine interactive processes between the state authorities and CSOs for collective and integrated efforts to addressing critical challenges. Its ability to influence policy decisions and change has been recognised, as well as its contributions to multi-stakeholders' agenda and coordination to facilitate and influence change.

Given UNDP's comparative advantage in its practice areas, this Portfolio seeks to address persisting structural challenges relevant to the administration of justice, rule of law, human rights and peacebuilding and social cohesion, ensuring coherence with the GoSL MT-NDP, 2019-2023, the Justice Sector Reform Strategy and Investment Plan (JSRSIP) IV, the UNDP Country Programme Document 2020-2023 and other development frameworks, and coordination with existing partners in the relevant areas of intervention. It will also build on the achievements made and lessons learned to guide implementation of the Portfolio outputs. It will have a strong focus on gender, area, and rights-based approaches in supporting capacity building for peace promotion and justice service delivery with local councils and communities playing critical roles. UNDP has long recognised that strong commitments to the rule of law and human rights are imperative to achieving and sustaining peace and building resilience, as well as the realisation of the vision now outlined in the SDGs.

UNDP, through this portfolio, will continue its support and strengthen partnership towards the achievement of two strategic objectives, including strengthening access to justice and protection of fundamental human rights and building peace and social cohesion.

Within the access to justice and human rights protection areas, this Portfolio will continue support for the rule of law and emphasise gender justice as an approach for strengthening access to justice and security. This will include addressing sexual and gender-based violence, inheritance rights, speedy legal redress and representation, legal identity for women and access to quality and decentralised basic services. UNDP will continue to support the HRCSL and strengthen its capacity to support the gender justice agenda. UNDP will partner and/or coordinate with the United Nations Children Fund (UNICEF), UN-Women, United Kingdom's Department for International Development (DfID), Irish Aid and the European Union to take to scale the successful initiatives through the justice and security group which UNDP coordinates.

On peacebuilding and social cohesion, the portfolio will support the establishment and/or strengthening of the infrastructure for peace for conflict prevention, mediation and reconciliation; and support cross-border community security and development to improve security and trust between communities and security institutions in targeted border districts. UNDP will collaborate with the International Organisation for Migration (IOM) and the Mano River Union (MRU) Secretariat, CSOs and national security structures and media.

Following massive efforts in the last two decades to strengthen post-conflict reconstruction of state capacity and to promote and sustain peace in Sierra Leone, there is a growing consensus of the need to strengthen the infrastructures upon which peace; justice and political stability are maintained. Like all emerging post-conflict democracies, the threats to peace, justice and stability remain real and in some cases on the upsurge, sometimes due to the slow pace of actualisation of the promises of democratic good governance and failure in the overall human rights protection regime. Public frustrations, anxieties and apathies usually arise from the lack of confidence and trust in public institutions. These threats have a direct negative effect on state stability and the enjoyment of broader freedoms and rights. Challenges, from the rising scourge of SGBV, limited access to rule of law services, perceptions of inequality, marginality and exclusion, rampant fear of violence, to ethno-regional based politics and its attendant consequences, contribute to delivering judgment of fragility in post-conflict states like Sierra Leone. This portfolio document seeks to reverse these threats to peace and stability by focusing on strengthening both the institutions, processes, interactions and mechanisms that shape the peace, security and stability in Sierra Leone.

2.2. The Theory of Change

The TOC is premised on the assumptions that,

1) **IF** institutions and structures that promote rule of law, peace and social cohesion in Sierra Leone are strengthened to be more responsive to the human right needs, expectations, and aspirations of the public in an inclusive and gender-responsive manner,

2) **IF** social cohesion and security of local communities is strengthened and inclusive,

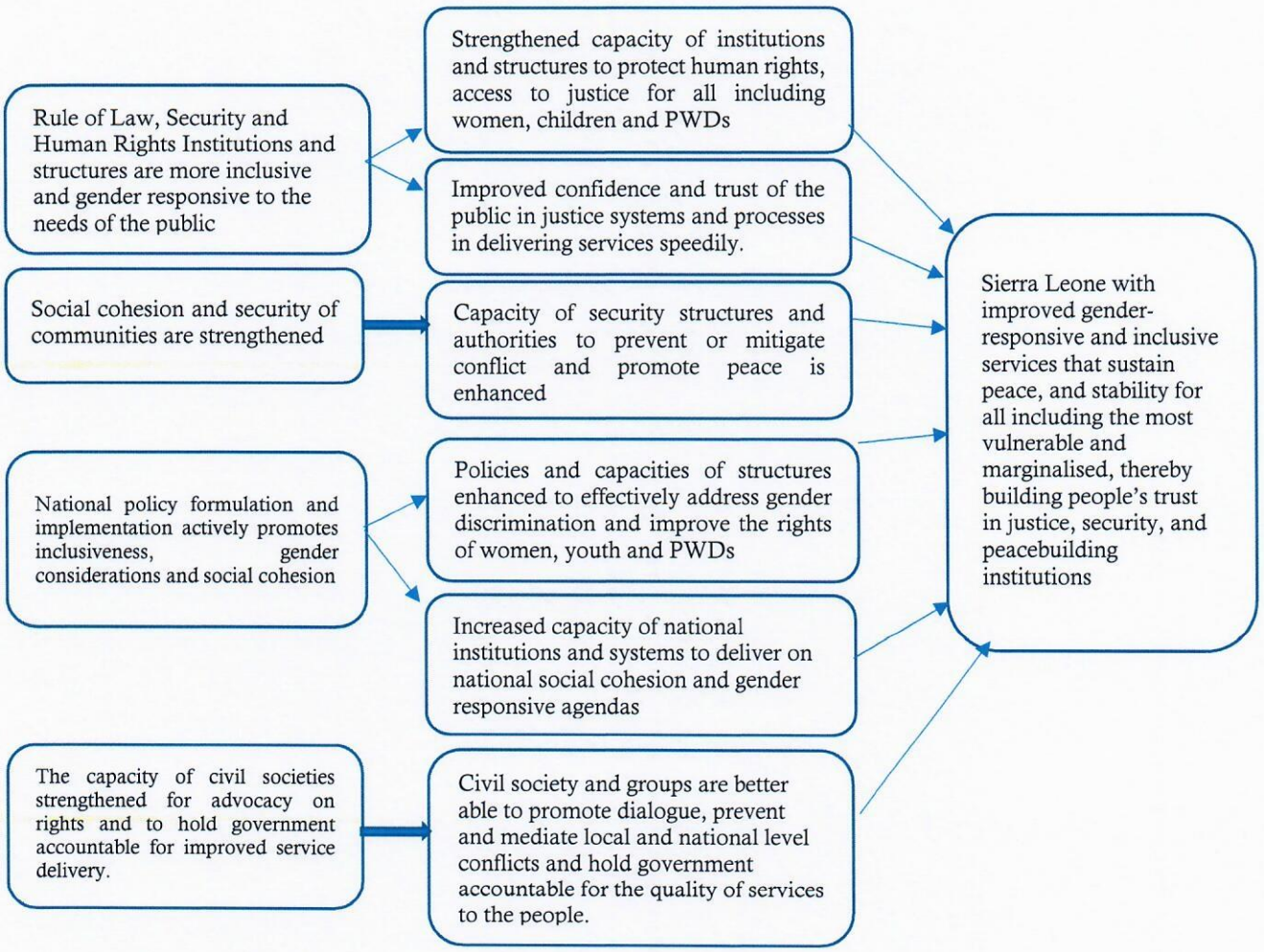
3) IF national policy formulation and implementation actively promotes inclusiveness, gender considerations and social realities;

4) IF capacities of civil society and other non-state actors are strengthened and supported to promote dialogue and hold government accountable for the delivery of services to the people,

THEN *This will contribute to enhancing inclusive and gender responsive ROL and access to justice processes and the maintenance of peace and stability for all including for the most marginalised, thereby building people's trust in justice, security and peacebuilding institutions.*

BECAUSE stable, robust and functioning ROL and social cohesion institutions are solid foundations to sustain peace and promote social accountability.

The above TOC can be further presented as per the diagram below:



In making the case for a strategic direction that supports the GoSL 's national policy priorities, UNDP makes a critical decision to merge two previously separate portfolios of the ROL and Sustaining Peace and Social Cohesion. This presents an opportunity for UNDP to better streamline and manage its resources as well as complement the efforts of the GoSL, to not just prevent challenges bothering on security, justice and social cohesion, but also to make a critical investment in the long-term future for a sustained period of resilience. While strengthening processes to enhance access to and expedition of justice may contribute to the overall governance quality of the country, its integration within a wider framework of strengthening fragility and resilience allows the strategy to appreciate and contextualise activities that focus on outcomes for ordinary people and not just state capability. This approach is in

line with UNDP's global focus on eliminating the scourge and root causes of underdevelopment, which requires innovative and bolder approaches to eradicating poverty, accelerating the transformation of societal structures and building resilience to shocks and crisis. This strategy, therefore aligns more directly with the need to strengthen the capabilities of the state, through community participation and ownership to prevent, mediate and promote peace, inclusivity, stability and social cohesion; the essential prerequisite for accelerating the achievement of SDG 16 and eradicating poverty.

This document projects a pragmatic and contextualised approach to addressing some of those challenges associated with state fragility. In doing so, the strategy is guided by four approaches, namely

(i) the adoption of innovative and creative ideas to address the systemic challenges that the sectors have been contending with for decades in Sierra Leone.

(ii) the use of gender responsive approaches to programming. This means that there is a shift from merely seeking inclusion and mainstreaming to having programmes responding to the needs, wishes and aspirations of both women/men and boys/girls.

(iii) the promotion of efficient and effective intra and inter-sectoral coordination. The weak coordination of activities has consistently undermined complementarity and fostered duplication of efforts and wastage of limited available resources

(iv) the use of a human rights-based approach that will ensure that the rights and dignity of all vulnerable groups such as women, children, youth and PwDs are protected and promoted.

2.3 Area-Based Programming

The interventions articulated in this portfolio have been strongly guided by an area-based approach, a bottom-up strategy which places emphasis on local government structures (Local Councils) and communities providing lead role in coordinating and supporting project activities, respectively in eight UNDP's programme priority districts including; Kailahun, Bonthe, Moyamba, Pujehun, Kambia, Port Loko, Falaba and Western Area. This approach, influenced by the imperative to address the complexities of local justice, peace and security needs, appreciates the fundamental assumption that the collaboration with and utilisation of local resources – the people and authorities are indispensable in facilitating a transformative and sustainable change in development interventions. Where district councils and communities are placed at the centre in addressing and providing solutions to the plethora of challenges ranging from violence, insecurity, discrimination and social exclusion and injustice, to name but few, inclusivity and ownership are fostered, thereby guaranteeing effective implementation, monitoring and ultimately success.

The initial approach had been to support institutions at the central level, with the expectation of the support trickling down to the district and community levels. However, this has not succeeded in achieving the expected results. Thus, this document will adopt a bottom-top approach that will directly address, monitor existing challenges and promote sustainability at the earliest stages of implementation. In addition to this, UNDP will use a hands-on approach to ensure that the objectives of the portfolio are achieved, and the services required by Sierra Leoneans are delivered to them.

This document aims to consolidate the gains of the last fifteen years with an innovative attempt to scale up and deepen the impacts and lessons learnt by working on various aspects of the rule of law, justice, peacebuilding, security and social cohesion. It is a fundamental shift from the mainstream approach to promoting supply side institutional strengthening to a more balanced approach, in which the demand and interests of communities are at the heart of the strategic focus. As a result, the strategy prioritizes activities that will improve the social contract between duty bearers and citizens who are also encouraged

in the strategy to take more responsibility, for not just the quality of the services they receive, but also the outcomes that they seek for their lives. In this regard, this strategy places emphasis on activities such as strengthening systems and processes to respond to the needs and interests of local citizens including their aspirations for good governance, human rights, security and social cohesion in a manner that elevates their participation to an influencing role and not just as beneficiaries. It also proposes activities aimed at building local partnership, community social capital and promote meaningful dialogue between local structures of power. The long-term benefit of this approach is to strengthen citizenship, build their capacity to resist tendencies of authoritarianism, impunity and bad governance, and increase the ability of communities to take ownership for their own development. The overall long-term impact is that Sierra Leone is resilient in mediating the pressures of societal conflict, able to channel such pressures through capable institutions and structures at all levels, which creates the necessary environment allowing its people and communities to prosper economically and socially.

This portfolio will directly contribute to Sierra Leone's Medium-term National Development Plan (MT-NDP) 2019-2023, Cluster 4 and specifically the Governance sub-cluster 4.5: 'Promoting inclusive and accountable justice institutions' and sub-cluster 4.1: 'Political development for national cohesion'; sub-cluster 4.9: 'Strengthening security institutions'; cluster 5: 'Empowering Women, Children and persons with disabilities'. It is also aligned with Sustainable Development Goal (SDG) 16: 'Promoting peace, justice and strong institutions' and SDG 5: 'Promoting gender equality and empowerment of women and girls' to enhance access to justice for women and to reduce Violence against Women (VAW). It further draws on the Sierra Leone Justice Sector Reform Strategy and Investment Plan (JSRSIP IV) 2019-2023 and the strategic implementation plans around Security Sector Reform (Second Security Sector Review for Sierra Leone (2012-2022). It also builds on the lessons learned from previous support and years of UN and development partners support to sustainable peace and security delivery. Specific lessons learnt were identified from the Conflict Prevention and Peace Preservation Project (2013 – 2016) as well as the Conflict Prevention and Mitigation during the 2018 electoral cycle and the Post-Elections Peace and Social Cohesion projects (2017 – 2018).

2.4. Portfolio programming principles

Innovation: Innovative approaches to engaging both state agents and rural communities constituted an integral part of the previous programme principles. This portfolio's interventions will continue to explore innovative approaches by ensuring flexibility whilst maintaining the quality of interventions in addressing the persistent challenges in peace, social cohesion, access to justice and protection and promotion of human rights in the eight priority districts. The portfolio will establish synergies with and leverage the support of UNDP Accelerator Lab as well as the portfolio Board and other coordination forums for innovative ideas and solutions in the mobilisation of both national and local social capital around specific interventions that promote peace, justice, security and human rights, generating knowledge and top-notch analysis on relevant thematic areas.

Gender considerations: This portfolio document will ensure the considerations of gender equality and empowerment, in terms of the justice, peace, human rights and security interests, concerns and needs of women and men are mainstreamed into the various interventions, in particular into peace dialogues forums, cross-border multi-stakeholders' forums, community policing and security initiatives and in the delivery of justice, correctional and human rights services. Gender considerations as a guiding principle of this portfolio's approach is consistent with UNDP's agenda for promoting gender equality in development and it presupposes that previous programme interventions in peacebuilding, justice, security and human rights have disproportionately perpetuated the exclusion of women, and therefore reinforced their vulnerability. As part of the gender divide, women usually endure the disadvantage of

being guaranteed limited space for participation in promoting peace, quality justice, human rights and security. The portfolio's focus on promoting gender justice and empowerment of the vulnerable and fostering the principle of inclusivity will serve the imperative of contributing to the progress made towards the achievement of SDG No. 5 and actualising the goals of UNDP's gender marker framework.

Human rights-based approach: The right-based approach is a valued principle of this portfolio, driven by the underlying recognition that the people are at the centre of the programme, being subjects as opposed to objects of development. Through this approach, the programmes and projects have been designed, cognisant of human right standards and principles which are critical in defining and determining the impact and quality of programme interventions. The provision of access to justice, the prohibition of discrimination and gender equality, and the enjoyment of peace, which is a recipe for development, are fundamental human rights which this portfolio will pursue in a manner that takes of the views and opinions of national and local stakeholders. Therefore, all programme interventions, from capacity building to the facilitation of dialogues and outreach activities, among others, will adopt a rights-based approach.

Enhanced coordination: A key lesson from the implementation of the previous project document on strengthening Rule of Law, Security and Human Rights, highlighted coordination as being indispensable to the achievements made. Building upon this realisation, the delivery of the next portfolio cycle will be anchored within various institutionalised coordination arrangements including the Rule of Law and Social Cohesion Portfolio Board, the Office of the Vice President, the Justice Sector Coordination Office (JSCO) within the Ministry of Justice and ONS. Sustained support will be provided towards strengthening coordination capacity in core technical areas especially in the collection, analysis and reporting on cases processed through the justice system as well as the coordination capacity of security structures specifically District Security Committees (DISEC) and Provincial Security Committee (PROSEC) at district and regional levels respectively. Policy decisions and directives by the Portfolio Board on strategies and technical support will continue to provide strategic guidance and foster coherence with national frameworks and ensure effective portfolio implementation, monitoring and evaluation.

In supporting the government and people of Sierra Leone to achieve transformational change in the present context structural and systemic challenges, UNDP, in collaboration with its development partners, will support the delivery of four intricately intertwined outputs whose achievement are critical for sustainable peace, justice, security and human rights.

The Portfolio Document has four (4) output areas as below articulated:

1) *Output 1: Inclusive and gender responsive ROL and human rights institutions and systems to uphold and expedite human rights, access to justice and security at national and local levels strengthened.*
2) *Output 2: Security structures of local communities to prevent conflict and social cohesion mechanisms to promote peace in Sierra Leone strengthened.*
3) *Output 3: National Policy Formulation and Implementation Improved and Inclusive*
4) *Output 4: Civil society and community peace and security structures capacity to address injustices and conflict in local communities enhanced.*

III. RESULTS AND PARTNERSHIPS

3.1. Results

In pursuit of the strategic goal to strengthen rule of law, sustain peace and social cohesion, this portfolio seeks to support key programmatic interventions, ranging from strengthening rule of law, human rights and partnership for conflict prevention, and providing opportunities for greater protection and participation of women and girls in peacebuilding, all of which contribute to four broad output areas which are aligned with various development frameworks at national and global levels.

In pursuit of the following key outputs, this Portfolio will strengthen collaboration and partnerships with key GoSL institutions and local structures, which shall play a pivotal role in the implementation of the key intervention and the realisation of the overall objective. Key stakeholders are listed above.

Output 1: ***Inclusive and gender responsive ROL and human rights institutions and systems to uphold and expedite human rights, access to justice and security at national and local levels strengthened.***

For the next four years, UNDP will support strengthening the capacity of institutions in the justice sector, including accountability and oversight institutions, through training and other capacity-building measures to enable them to deliver the much-needed services closer to the public. The support provided will be specific and targeted and will be aimed at having oversight institutions hold Ministries Departments and Agencies (MDAs) of the GoSL accountable for their actions, and creating impact, in the area of unclogging the justice chain, promoting efficiency in service delivery and strengthening accountability, transparency and oversight. For instance, two key areas of support would be to strengthen the jury system, the passing of the Criminal Procedures Bill into law, the amendment of the SLCS and the HRCSL Acts, the IPCB constituting instrument and the development of Bail Regulations for the SLP to help sanitise the bail process at the police level and improve accountability and reduce alleged corrupt practices. If successfully implemented within the lifespan of this programme document, there would be a significant transformation in the dispensation and expedition of justice, thereby leading to enhancing the rights of those seeking redress for abuses as well as those in conflict with the law.

This section also specifically focuses on UNDP seeking to support innovative and transformative approaches to strengthening the rule of law in Sierra Leone. This includes the use of technology to create extra layers of transparency and efficiency on the part of justice service providers, demystifying the justice sector and making it accessible and user and people friendly. In addition, UNDP will work with sector partners to enhance inclusive participation in the law-making process as well as to strengthen gender mainstreaming and responsiveness at the national and local levels.

Activity 1.1: Support the jury system to enhance the dispensation of justice and contribute to decongesting correctional facilities

For decades, the Judiciary has been grappling with the challenge of providing technical and logistical requirements to manage the jury system. Most empanelled jurors lack the basic information on court processes and procedures besides the direction given to them by the sitting judge. This has often led to the miscarriage of justice and perceived injustices in many cases. When empanelled, jurors are not provided with stipends, transportation, or basic refreshment. This often leads to unwillingness to attend trials when called upon. In some instances, courts have ordered the arrest of jurors for failing to show up when needed. This creates a negative picture and does not inspire potential jurors. This challenge is one of the core reasons for the lengthy delays in trials, with inmates spending months and years without their cases being heard. It helps to congest the justice chain, with the resultant effect being the violation of the rights of the inmates, as they are denied speedy and efficient trials.

To overcome this challenge, UNDP will work with the Chief Justice, the Office of the Master and Registrar of the High Court and the programme unit within the Judiciary to ensure that direct support is provided to the jury system. The support will entail, (i) Establishing a desk within the Programme Unit for jury related services and this will include refurbishing the jury rooms as well as dilapidated courts in the provinces (ii) Developing a brochure on the jury system to educate jurors on the services they would render and what is expected of them. Alongside this, radio and TV programmes and other digital channels and solutions will be organised to educate the public on the jury system (iii) Provision of funds for transportation and stipends for jurors.

Activity 1.2: Strengthen the legislative framework of oversight institutions to enable the dispensation and expedition of services and coordination mechanisms.

UNDP will work with the MoJ and the Legislative Committee in Parliament to enable the passage of the Criminal Procedures Bill into law. This piece of legislation is central to the completion of the Sentencing Regulations and the expansion of sentencing ranges. The legislation when passed will also introduce alternatives to incarceration with the introduction of community sentences as well as suspended sentences, among others. Within the lifespan of this programme, UNDP will further support the enactment of the revised SLCS Act and develop legislation to enhance IPCB's ability to deliver on its mandate on holding the police and other related institutions accountable. The revision of the SLCS Act will enable the institution's actual transformation from prisons to corrections with key emphasis on enhancing inmates' rights, the welfare of correctional personnel and the safety of society. For far too long the IPCB has not been able to hold the police accountable for the use of firearms and the treatment of suspects and accused persons. UNDP will support the IPCB to enact the IPCB Act that will give the institution powers to hold the police responsible for their actions. In addition to this, UNDP will provide technical and financial support to IPCB to regularly train the SLP on the implementation of the Luanda Guidelines (guidelines for policing, arrest and detention). Furthermore, UNDP will work with the JSCO to coordinate both the legislative review process, to spearhead the conduct of assessment and data collection to inform sector interventions as well as to play a key role in the SDG 16 reporting through the M&E Framework developed for the Justice Sector Reform Strategy and Investment Plan IV (2019-2023).

UNDP will support the HRCSL to revise the 2004 Act to enable the Commission to hold the government and its agents accountable for rights violations. Bail process at the level of the police remains a thorny piece of journey for many citizens. The programme will support the development of bail regulations applicable at the level of the police with key emphasis on minimising corrupt practices and supporting the poor in accessing basic standards at that level. The project will also support the finalization of the Sentencing Regulations once the CPA is passed into law. Passing the revised Correctional Act into law and the Correctional Rules together with revising the Earning Policy of the SLCS are all interventions designed under the programme cycle. Support will be provided to the ACC to strengthen institutional systems to improve accountability and transparency in the delivery of services to the populace. This will include support to strengthen integrity committees and internal control systems and structures within sector institutions, assistance to raise awareness on the work of the ACC at both central and district levels.

UNDP needs to support initiatives geared towards fostering public education and awareness on legislation and policies. The focus will be to ensure that the public and other stakeholders are provided with relevant information and are empowered to hold institutions accountable if they fail to deliver on their mandates. Initiatives undertaken should target lawyers, paralegals and CSOs.

Activity 1.3: Support the use of technology to enhance the delivery of security and justice services

The use of the technologies such as the Justice App and the National Inmates Identification and Management System (NIIMS) by the Judiciary and the SLCS respectively went a long way in enabling both the government and its development partners to understand how innovative approaches could help in strengthening access to and the dispensation of justice. However, there have been challenges with integrating the two systems, a challenge that will be overcome within the new programme cycle. UNDP will continue to support the implementation of the Justice App across the justice chain and enhance capacities of both judges, magistrates and clerks to ensure information is uploaded into the platform to inform the various levels of progress of cases and bottlenecks. The Chief Justice has expressed the need to expand the requirement for users to ensure that focal points are able to provide oversight to lower courts where supervision is urgently needed. Within the new programme cycle, UNDP will work with the Judiciary and justice sector partners to explore the possibility of opening up the Justice App for public access with specific emphasis on key areas of public interest (adjournment dates, courts handling cases, number of adjournments etc.). The Justice App expansion and consistent utilisation will enable a concrete analysis on the inflow of cases, identify lapses within the courts in granting bail and support the Chief Justice and sector partners in determining remedial steps. UNDP's Accelerator Lab together with the Directorate of Science, Technology and Innovation (DSTI) will explore ways to infuse innovation across interventions, to ensure solutions that will contribute to enhancing people and communities' access to needed services.

Activity 1.4: Open the space for women's participation and leadership in the justice sector at the community level

The Ministry of Justice has expressed deep interest in providing women with space and the opportunities they require to take on leadership roles in the justice sector at the community level. As such, there are three principal areas of focus for the MoJ (i) The inclusion of women in local courts, with them holding vital leadership positions in the courts (ii) Having respectable grassroots women in local communities serving as Justices of Peace (iii) Setting up Women-Led Mediation Houses that are geared towards having women own and lead community justice and peacebuilding initiatives.

These innovative initiatives would go a long way, at the least, in showcasing what women could do to promote justice when they are provided with space and opportunity. At most, it would contribute to supporting local efforts towards increased gender equality. Such approaches would help to promote trust and confidence on the part of local women, who will have the platforms required to seek advice and redress when their rights are abused. These approaches would also create a shift from business as usual to a much more pragmatic approach to women and justice at the local level. The Women-Led Mediation Houses would help to foster ADR which would have a direct positive impact in reducing the number of cases that would go to the police and subsequently the courts. Women working on all the three initiatives above would be trained on their roles and responsibilities and how to coordinate and harmonise their activities.

Activity 1.5: Enhance the institutional capacity of the Sierra Leone Correctional Service to deliver on reform processes

It was observed during field consultations that the SLCS is contending with infrastructural, technical and financial challenges related to supporting reform processes including rehabilitating and reintegrating ex-convicts, in addition to improving water and sanitation, refurbishing facilities that are deeply dilapidated and with dire hygiene and lighting, and efforts toward decongesting overcrowded centres and enhancing the ability of the institution to be 50% furniture sufficient, 25% food sufficient. While there are business support services and saving schemes undertaken for some inmates, the process needs to be better framed

and implemented. The support to the SLCS will require four broad approaches (i) Designing and rolling out a comprehensive curriculum on various aspects of rehabilitation and reintegration of inmates. This will be delivered by a reintegration expert with the ability to contextualise the training to meet the current capacity and aspirations of the SLCS, the interest of inmates and the needs of society. (ii) Training the senior and middle level management of the SLCS on rehabilitation and reintegration approaches. (iii) The Provision of Psychosocial Support, Vocational Training and Life Skills for Inmates. The rehabilitation of inmates will be backed by the provision of psychosocial support, as inmates are vulnerable to psychosocial challenges, as a result of their incarceration and abuses they may face while in prison. Therefore, social workers should be trained in delivering psychosocial support services and life skills training. The life skills training will help to shape the socialisation process of inmates even before they return to normal life. (iv) Identifying and prioritising economic initiatives that UNDP can support: Activities to be designed will take into consideration what is already in existence, the context within which the activities are to be undertaken and how they could be linked to the private sector and markets within the communities where the Centres are located. (v) Strengthening the Earning Scheme to ensure more inmates have the financial resources from savings made during their incarceration to begin life when released which will reduce recidivism leading to their re-incarceration after release. Fundamental to such an approach is the focus on the inmates and the restoration of their dignity and decency after incarceration. The Case Management System will be strengthened to ensure that all inmates are captured as per their status in the facilities and potential release dates and status of their cases in court. UNDP will further support the Standards Inspectorate Department (SID) and build the capacity of staff to implement the Mandela Rules through human right audit workshops and implementation of Mandela Rules standards across facilities audited.

Activity 1.6: Strengthen the capacity of justice sector actors to protect and promote the rights and welfare of women and girls

Despite the significant investments made by the GoSL and its partners in preventing and addressing abuses and violations of the rights of women and girls, these violations and injustices remain systemic, with women and girls subjected to inhuman and degrading treatments within their homes and other quarters of society. For instance, since the end of the civil war in 2002, SGBV and domestic violence continue to remain a major challenge to, especially women and girls. This points to the fact that through decades, systems, structures, cultures, and traditions have continued to present SGBV as normal and acceptable. This has succeeded in entrenching systemic effects, which would require sustained longer-term efforts to overcome. One of the core priorities of this programme is to strengthen gender justice through investing in systems and processes that protect and promote the rights and welfare of men/women and boys/girls.

The key activities that will be undertaken will include review of the SGBV Case Management since the amendment of the Sexual Offences Act of 2019 and support to the special SGBV Courts that have been established across 6 judicial districts. This will further enable capacity building for the Family Support Unit (FSU) and the staff of the Legal and Justice Support Department of the SLP and staff of the Ministry of Social Welfare. Alongside these interventions, investments would be made in strengthening public awareness and sensitisation on laws and policies that are geared towards strengthening the rights and welfare of women and girls in Sierra Leone. This include the provision of medical assistance and legal representation for the most vulnerable cases. UNDP will support the Judiciary's SGBV Courts and the structures established at community levels to support the fight against impunity for SGBV building on the agenda of H.E The President and the First Lady in addressing SGBV and protecting the rights of women and girls across the country.

Fundamental to all of these, will be the need to improve on the capacity of rule of law actors to prosecute cases and convict those that are found to be culpable. The lack of awareness and the lack of faith in the justice system is leading to informal settlement in local communities, which, in most instances, violates the rights of the victims.

Activity 1.7: Strengthen the capacity of HRCSL, District Human Rights Committees (DHRCs) and other human right structures to improve human rights promotion and Protection.

UNDP will support the HRCSL to revise the 2004 Act with a view of enabling the Commission to hold the government and its agents accountable for rights violations. Furthermore, capacity within the HRCSL and its District Human Rights Committees will need to be strengthened to focus on more specialization and skills development. HRCSL modernisation plan is said to involve restructuring and human resource development. These are critical to its human rights promotion and protection work. This programme will support training in specialised areas such as report writing, investigations, monitoring, conducting outreach clinic, witness management, tribunal management and advocacy, including support to capacity building of the District Human Rights Committees (DHRCs), among others. In particular, the HRCSL will be supported in the development, drafting and publication of its State of Human Rights Report which provides a rich source of information on efforts and challenges around human rights protection and promotion.

UNDP will also support the development of a National Human Rights Plan that will strengthen and guide inter-sectoral interaction and coordination on issues related to human rights, enhance the compliance of different state institutions with international standards and the reporting to the United Nations and other human rights entities at the international level. It is critical also to support the HRCSL to build the capacity of MDAs in mainstreaming rights-based approaches to development planning and implementation including the implications and consideration of human rights when responding to national security and health emergencies.

Output 2: Security structures of local communities to prevent conflict and promote social cohesion and peace in Sierra Leone strengthened.

For more than a decade and a half since the civil war in Sierra Leone ended, the country continues to be trapped in the historical legacies of poor governance and sporadic civil unrest. Intra and inter-community related conflicts persist, and the limited capacity and presence of the police and other security and justice sector actors lead to some people taking justice into their hands, or victims of injustice becoming silent about it. The prevalence of this situation has sometimes been climaxed in recent times by open and bloody violence from gangs and cliques, leading to loss of lives and destruction of goods and property. However, over the years, initiatives such as the Local Needs Policing (LNP) and the establishment of decentralised security structures contributed to reducing or addressing conflicts in some communities. The LNP established structures including the Local Police Partnership Boards (LPPB), to promote community security and serve as a platform for the rebuilding of public trust in the SLP. Over the years, such structures have been plagued with a plethora of challenges including limited financial and logistical support, which have rendered most of them inactive.

This output seeks to utilise local community-based structures such as the LPPBs, youth and women's groups and civil society to promote gender responsive Alternative Dispute Resolution (ADR) mechanisms, early warning support and community peace and security. The intention is to support the strengthening of peace infrastructures at the local level to help promote peace, security, justice and social cohesion. In addition, this output will seek to strengthen social inclusion to prevent pre- and post-elections related violence through working with the Office of the Vice President and other partners. A key area of intervention will be the provision of support for the establishment and functioning of the proposed National Peace Commission.

A vital component of this output is the need to support relevant government stakeholders to identify and address cross-border issues on security, peace, and social cohesion. UNDP offices in the Mano River Basin and the Mano River Union (MRU) with support of institutions such as the DFID's International Security Advisory Team (ISAT) have initiated collaborative efforts to address challenges related to cross-border conflicts and violence. This Programme will seek to have such initiatives supported as cross-border conflicts and violence would have astronomical effects on peace and security in Sierra Leone and beyond.

Activity 2.1: Support partnerships and collaboration efforts among security actors (Police, community established groups...etc.) and communities to promote community policing and dialogue.

To comprehensively address partnership and capacity challenges among local security actors, the portfolio will support community policing initiatives from the Sierra Leone Police (SLP). Community policing will focus on ensuring more effective, responsive, and accountable roles and functions of the police in the community. The project will conduct training on community policing and facilitate outreach and dialogue sessions between police representatives and CSOs. This support will improve relationships, understanding and trust between communities and local police. Implementation will also support initiatives bringing together established traditional security structures in communities and the police and other formal security structures.

To fully ensure the sustainability of the community and police partnership, it is necessary to support the Local Policing Partnership Boards (LPPB) structures on the ground through providing them with basic logistical assistance to undertake security tasks. The project will promote and reactivate where they have seized to exist, the ongoing dialogues between police and community members through LPPBs to ensure the SLP engagement in conflict prevention with community representatives (youth and women) as lead. A critical component of this activity will be to have the LPPBs be gender inclusive and responsive.

Activity 2.2: Support the Establishment and Strengthening of the National Peace Commission

As a key partner that supported the GoSL to hold a three day National Consultative/Dialogue Conference, UNDP is keen on following through on supporting the establishment of a key peace infrastructure, the National Peace Commission. It is envisaged that the commission when established will play a critical role in strengthening peace and social cohesion in the country. With the eventual adoption of the White Paper on the proposed commission, UNDP will support consultations and engagements on its establishment and will eventually provide technical and financial support required to build the capacity of the commission and strategically position it as a leading peace infrastructure in the country. UNDP will work with all other development partners to ensure that there is complementarity of efforts and that the maximum support is provided to the commission to enable it to achieve its mandate.

Activity 2.3: Strengthen early warning coordination and response mechanisms at the local levels

Closely tied to the activity above is the need for a well-designed and undertaken assessment of early warning and response mechanisms at the community and district levels. Such a study will provide a good understanding of the existence and types of mechanisms, actors involved in them, the nature of work they do, connections with security and justice sector institutions and structures such as the Provincial Security Committees (PROSEC), Chiefdom Security Committees (CHISEC) and the District Security Committee (DISEC) and the prospects and challenges that they contend with.

The study would aim at identifying existing social, capital and networks in communities and structures that have been established by other development partners like the DFID supported Justice Sector Development Programme (JSDP) and the Access to Security and Justice Programme (ASJP) as well as the Security Sector Reform (SSR) programme of UNDP and how these have been used to sustain peace

and social stability since then. The findings and recommendations of the study would be used to guide interventions geared towards enhancing the capacity of existing or emerging structures and strategically positioning them to support peace, security and social cohesion in local communities, as well as serving as structures to improve community disputes resolution for social harmony. Interventions should focus on establishing clear connections and pathways between the structures established and the institutions that would be acting on the data provided to them by the structures.

Structures established or enhanced will be provided with guidelines that will support them in their work at the community level. In addition to this, the element of sustainability will be ensured at the earliest possible stage through enabling structures to function independently from any external support and ensuring community ownership from inception with the membership being voluntary.

Activity 2.4: Support local level initiatives for the prevention of violence

This activity result will gear towards supporting initiatives for the prevention of violence at the local level. The most common forms of violence at the local levels include elections related violence, gangs/cliques related activities and land disputes. These forms of violence usually escalate and disrupt peace and security in affected communities. Keen attention will be paid to preventing elections related violence. It was deduced from interviews and the review of literature that even though Sierra Leone has succeeded in holding four democratic elections, with two of them leading to changes in government, without disintegrating into general civil unrest, the periods leading to and following elections have been characterised by ethno-regional divides and tensions. Most of the interventions that are geared towards preventing election related violence are normally implemented during the electioneering period when they only end up making a very minimal difference.

UNDP will invest in engaging relevant stakeholders, including state and non-state actors such as youth and women's groups in designing and implementing activities that prevent violence during electioneering cycles. These activities would include inter-party dialogues, at the national and local levels and awareness raising and sensitisation campaigns. The Office of the Vice President will be supported to continue playing the leading role in coordinating and harnessing support towards addressing elections related violence and promoting inter-party dialogue and social cohesion in the country. The output will also work on mobilising and supporting civil society actors to collaborate with the Office of the Vice President in achieving the goals of this output.

Coupled with the points mentioned above, to mitigate and address elections related violence, cliques and gangs related violence and land disputes, the capacity of decentralised security and justice structures will be enhanced to enable them support communities to establish non-violence campaign structures and initiatives. These activities would require comprehensive, integrated, and collaborative approaches with stakeholders such as traditional, religious, women and youth leaders at owning and leading the process.

Activity 2.5: Strengthen capacities of relevant government stakeholders to identify and address cross-border issues on security, peace, and social cohesion

To address issues of peace and social cohesion in border communities of Kambia and Kailahun (bordering Guinea) and Pujehun (bordering Liberia), it is essential to support the Office of National Security (ONS), the Sierra Leone Police (SLP) and, in partnership with Mano River Union, working to mitigate violence and prevent conflict. The support will focus on peacebuilding activities that will identify the causes, drivers, dynamics and impacts of conflict, and to implement appropriate intervention policies that will include capacity building programmes, promoting partnerships and supporting basic services to enhance the border district capacity to maintain peace and resilient cross-border communities. District Town Hall meetings will be facilitated to disseminate key messages on Border Security Management

Strategy, Local Community Policing, Partnership and trust building between Border Management Personnel and citizens.

Activity 2.6: Enhance capacity, effectiveness, and efficiency of key institutions (security, immigration, etc.) working in cross-border areas

Management of Sierra Leone's borders continues to be a challenge to agencies responsible for the management of border-crossing points including the police, military, ONS, Transnational Organised Crime Unit (TOCU), Department of Sierra Leone Standards Bureau, Immigration and the National Revenue Authority (NRA) and other actors. These agencies are expected to carry out functions including preventing cross-border crimes and promoting cross-border trade by facilitating the lawful movement of people and legitimate trading activities. The project will facilitate the training of these agencies on border management roles and facilitating cross-border trade while ensuring border security and preventing conflicts. Special training and logistical support will be provided to aid border guards in identifying, preventing and responding to organised crimes in particular trafficking of children, young persons and women.

To fully understand the dynamics involved in border management, its ramifications on national state governance and sustainable peaceful communities, this activity will recruit a consultant that will work with the ONS to undertake a comprehensive research/assessment (or make use of existing researches that have been carried out in the sector) on border issues and actors. The research will further investigate fragile communities that may be vulnerable to exploitation for political, social, or economic reasons. The findings will be validated, and definitive timelines set for the implementation of the proffered recommendations (to be used to finalise long term border management strategy).

Activity 2.7: Strengthen the Capacity of Local Structures (including the Local Councils and the Local Courts) to Promote Peace, Security and Justice in Local Communities

A principal partner that could tremendously contribute to enhancing the area-based/bottom-top approach propagated by UNDP is the local councils. Being a decentralised government structure and key stakeholders in the development, local councils are supposed to perform a coordinating role of all development programmes geared towards the positive transformations in rural communities at districts level. Thus, UNDP will seek to provide technical support to strengthen council's coordination capacity to provide strategic guidance in the delivery of interventions that promote peace, security, and the rule of law at the district and community levels.

UNDP will support the establishment of District Multi-Stakeholders Platforms that would foster the relationship between the council and other stakeholders in the targeted districts. Such platforms would also help to promote synergy and harmonisation of efforts, with councils working directly with and supporting community members to overcome the daily peace, security, and justice-related challenges that they are confronted with.

In relation to the local courts, it is estimated that over 70% of the citizens in Sierra Leone have recourse to the local courts disseminated across the chiefdoms for the justice needs[19]. There are over 300 local courts established across 14 districts. Many factors are in favour of people choosing to recourse to the local courts for the justice needs: firstly their proximity to the community, secondly the proceedings and processes remain user friendly and thirdly though debated, the costs associated with litigating before the local courts seem more reasonable. While the local courts remain central to rural community accessing justice, there remain tensions in the application of customary norms and traditions vis a vis women and

[19] See the UNDP 2012-2014 Improving Rule of Law and Access to Justice In Sierra Leone Prodoc

children's human rights. Women continue to be disadvantaged as they are not accorded the same procedural rights as their male counterparts. Since the incorporation of the courts under the Judiciary of Sierra Leone, many gaps remain to be filled: the recruitment of the court personnel, the setting up of the administrative structures to support the functioning of the courts as well as the conduct of a study to determine the issues that need to be addressed to ensure the smooth functioning of the courts including capacity development for its personnel. There is also need for proper oversight and monitoring of the work of these courts to ensure gains made won't be reversed. UNDP will support the Judiciary and the Ministry of Justice through the JSCO to revive the support to the Local Courts.

Output 3: National Policy Formulation and Implementation Improved and Inclusive

Increasingly, the rule of law and peacebuilding programmes have failed to consider the unique needs and interests of marginalised groups such as women, children, youth and PwDs. In particular, the rise in SGBV[20] cases across the country and the response mechanisms have for the most part been unable to ensure that the voices of women, children and PwDs (who are the principal victims) are heard and considered in local and national policy formulation and implementation. As a result, discrimination and stigmatisation have become the main barrier in getting more women, PwDs and children to come forward to seek justice. For several decades, these groups have been denied their voice, identity, and recognition in the Sierra Leonean society. This has physical, psychological, and emotional implications which have led to the re-engineering of the social space by creating Ataya Bases and Gangs and Cliques in their search for a voice and place in society. The emergence of gangs and cliques and the drugs used by youth has led to insecurity and conflicts in many communities across the country.[21]

This output will focus on delivering services that are in line with the commitment of the SDGs of "Leaving no one behind" and "Reaching the farthest first". This output will emphasise on the contributions of women and youth groups to peace promotion and social cohesion, with a focus on ensuring that their voices around issues of youth engagement, women's rights and participation and gender-based violence form part of policy formulation and implementation.

Activity 3.1: Conduct assessments on laws and policies implemented

Inasmuch as there are several laws and policies in Sierra Leone promoting the rule of law, sustainable peace and social cohesion, they were reported as could be seen in the challenges section, that they are largely enforced and do not at the end achieve the expected results. It was also observed that the laws and policies in existence are not assessed overtime with the aim of having the conclusions and recommendations of those assessments used to improve on their implementation. As such, activities undertaken have not been evidence-based and limited corrective measures are undertaken. UNDP is adopting a shift from business as usual and will be commissioning specific assessments on, for instance the implementation of the laws and policies related to SGBV, PwDs, juveniles in conflict with the law, youth related violence, and the rule of law in Sierra Leone. A collaborative and participatory approach will be adopted during the assessments to ensure that all stakeholders are fully involved and own the outputs that will be produced.

[20] The President in 2019 declared a state of emergency on rape and sexual violence in Sierra Leone.

[21] Office of National Security. (2016). "Youth and Emerging Crimes in Sierra Leone" Freetown, Sierra Leone.

Activity 3.2: Strengthen district and cross-district women platforms and forums to advocate for inclusion in national policy dialogues on issues around SGBV and women's rights

This sub-output will involve empowering women through the established district and cross-district platforms to collectively advocate for SGBV eradication and women's rights, sustain peace and advocate for inclusion. An assessment will be conducted to identify the challenges that continue to hamper women's access to rights, exposure to SGBV and violence and limitations to participate in a discussion on factors that continue to hold them back. In consultation with young women, a training manual will be developed with modules on leadership, strategic non-violence actions and network building. Training workshops will be conducted for young women selected from target districts. Young women's initiatives that promote business and peace to connect young women will also be supported. It is expected that women and girls will be able to raise their voices on matters affecting their lives, navigate local and national power structures to build coalitions for advocacy and change to influence national policy priorities and promote a sense of hope and social cohesion.

Activity 3.3: Support formal and informal community-based structures (including youths, women's groups and Local Policing Partnership Boards) to actively participate in conflict prevention, access to justice, peace and social cohesion initiatives

This portfolio will provide financial and technical support for initiatives that are geared toward strengthening capacities of local peace structures to not only raise awareness on community issues but also to take collective actions in addressing them. Interventions will target post-election community hotspots, build networks to avert tensions, engage and support youths, community members, local leaders, and district authorities in promoting peace, justice and social cohesion through facilitating inclusive dialogues and collaborative leadership. This initiative will enable youth (boys and girls) to serve as peace and social cohesion advocates and support anti-violence campaigns and peer to peer education. Through such platforms, young people would also advocate for a place, voice, identity, and recognition in their society. The Ministry of Youth and the National Youth Commission would be key partners in rolling out this component of this strategy.

Activity 3.4: Reduce discriminatory practices and barriers to access to justice, peace, and security for and protect and promote the rights and welfare of people living with disabilities (PWDs)

This sub-output is designed to enable the portfolio to support initiatives geared toward reducing the barriers that hamper PWDs' access to services and rights. The portfolio will engage the National Commission for People with Disability (NCPwD) and other institutions and civil society working in the area to

i. Design and implement awareness raising activities on the People with Disability Act

ii. Undertake studies on PWDs or build on existing studies to work to address the challenges associated with improving PWDs' access to justice, security and shelter as well as livelihood opportunities.

iii. Advocate for more inclusion in leadership and decision-making roles across various facets of society including political parties, business and other leadership and decision-making platforms.

Output 4: *Capacity of* ***civil society and community peace and security structures strengthened to address injustices and conflict in local communities.***

The legacies of unresolved conflicts, arising sometimes from the failure of government policies and other democratic processes such as local and national elections and perceptions of marginality by certain groups (ethnic, gender and class), continue to foster fragmentation within communities. These unresolved conflicts too often provide a flashpoint for future conflicts and contribute to undermining social cohesion and opportunities for social capital development required to promote citizen participation in local development and political processes. Circles of repeated injustices have only reinforced historical perceptions of inequality, marginality, and lack of citizenship, which increases the country's fragility to conflict.

This output will focus on strengthening community resilience to conflict, improving their ability to mitigate potential conflicts, and insulating themselves from external political pressures that undermine community social cohesion by building local structures to promote dialogue, mediate local tensions and increase awareness on conflict resolution. Its main approach is to engage community peace and security structures and CSOs in key conflict-prone areas where lingering tensions around equal participation and perceptions of marginality are prevalent. Of primary importance, will be the need to identify and mobilise existing social capital in targeted local communities and work with them.

Activity 4.1: Build capacities and skills of local CSOs, community-based organisations (CBOs) and community structures to mediate and resolve community disputes and conflicts

UNDP has a longstanding experience working with civil society groups and local community-based structures in mediating and resolving conflicts. In the districts where UNDP currently works, these groups will be identified and capacitated to work with community members to build their capacity in conflict resolution and mediation skills and techniques.

This approach will have a multiplier effect as several organisations would eventually be able to gain from the knowledge and skills provided to those that would be trained. Lead institutions and networks could be identified to determine training needs and designing and implementation of the training. The aim is to have the organisations and structures to utilise the skills to provide or improve services related to conflict resolution and mediation.

Activity 4.2: Establish and strengthen local community conflict awareness, prevention, mitigation and dialogue forums

To strengthen the resilience of local communities to manage conflict, there is a need to establish and build the capacity of local structures to be known as Community Conflict Awareness, Prevention, Mitigation and Dialogue Forums in the districts where UNDP will be working. These structures will bring together critical stakeholders in the community, provide training, and build capacity by establishing protocols for conflict awareness, prevention, mitigation and dialogue. The forums will help communities to create awareness in preventing and resolving conflicts across various groups of society. These groups will serve as a key socialisation mechanism to build cohesion, social capital and promote citizenship in community development. They will employ various techniques including local cultural registers.

Activity 4.3: Support local community structures to prevent injustice and impunity

Too often the system of justice delivery fails communities due to several external and internal factors. For the most part, external factors such as limited knowledge of the justice system, lack of access due to long distances to justice structures, and internal factors such as complicated processes and corruption contribute to create a sense of injustice and impunity. Crimes like SGBV and electoral offences often leave the victims powerless to hold their perpetrators to account due to expensive legal processes. Worse of all, cultural encumbrances also contribute to suppressing the quest for justice, all in the name of maintaining local social power relations and community cohesion. This often-maligned understanding

of the nature of justice only reinforces historical perceptions of impunity, despondency, and powerlessness. It is therefore important to confront these sources of injustice by building the capacity of community structures and to deal with serious crimes by supporting awareness raising, supporting victims to come forward, improving relations with the police and creating a referral pathway for accessing services. It will aim to reduce cover-ups of violent crimes such as SGBV, encourage community support mechanisms to appreciate the benefit of reporting violent crimes as essential to peacebuilding and social cohesion. Existing social capital such as traditional and community leaders, teachers and elders could be key actors in preventing injustice and impunity in local communities, if mobilised and fully integrated into activities undertaken.

Activity 4.4 Strengthen the capacity of CSOs to prevent and respond to SGBV including to promote the rights and welfare of women, children, and juveniles

The need to support to CSOs to provide them with the capacity to promote and protect the rights of women, children and juveniles cannot be over-emphasised. Accordingly, the project will support the training of CSOs on the provisions of the Amended Sexual Offences Act of 2019 and other related areas of support to women and children rights including in civil and criminal areas for them to popularise it and educate local communities on them. In addition to this, UNDP will support the establishment of a support fund for survivors, administered by CSOs with oversight from the Ministry of Social Welfare to facilitate effective and timely prosecution of SGBV cases. Through this support, witnesses and survivors would be provided with the assistance they require to testify in court and remain committed to supporting the prosecution to their logical conclusion, thereby addressing challenges related to survivors and witnesses failing to show-up during the trial, which has contributed to the clogging of the justice chain.

3.2. Resources and Partnerships

The programme will require human, financial, and logistical resources to achieve the expected results. The Rule of Law and Sustaining Peace and Social Cohesion portfolio will be responsible for the administration of the programme and will have support from other staff within the Governance Cluster and other units within UNDP. Alongside this, partners would be expected to use their personnel, offices and other infrastructures and resources to complement the support that this programme will provide.

In cases where both UNDP and the implementing partners do not have the skills required to undertake certain assignments, national and international consultants would be contracted by UNDP to deliver such services. A Portfolio Board will be established consisting of both staffs of UNDP and partners to provide strategic direction towards the implementation of project activities and ensure that activities are implemented as planned. The Board will be a vital oversight mechanism and will assist in addressing challenges that emerge.

The Portfolio implementing the programme will tap into financial resources available at UNDP-SL and will also focus on proactively mobilising resources. The more financial resources are available to the programme, the more activities they would be able to undertake. Effective and collaborative partnerships would go a long way in reducing the overall cost of the programme but at the same time maximising the benefits of the programme.

Partnerships

A crucial component that enhances the sustainability of efforts is the establishment, enhancement and continuous strategic engagement with partners and stakeholders. UNDP will strengthen its partnership with traditional partners including government, international organisations, NGOs/CSOs and local community members, as well as work towards forging new partnerships.

Such a process will help bring the complementary skills and capacities that are required for efficient and effective implementation of activities that would help to promote complementarity, synergy and harmonisation of efforts. In this context, the project will promote strategic partnerships that would build on internal strengths and have the partners collectively address areas where improvements are needed. It will also ensure partners and beneficiaries understand the priorities and expectations that UNDP has of its partners, thus a forming stronger basis for the complementarity of efforts and mitigating duplication and wastage of resources. To achieve this objective, the UNDP will regularly embark on internal engagements geared towards assessing the strategic environment (opportunities and threats), the benefits of partnership, practical obstacles and risks involved. This will be followed by analysing and determining the strategic and precautionary principles for partners' engagement, along with UNDP's expectation of its partners and who those partners should be.

The programme will further explore and build partnerships with related think-tanks and academia to improve the quality of interventions of the portfolio.

Risks and Assumptions

3.4.1 Assumptions

This project is developed on the following assumptions:

- ROL, access to justice for all, social cohesion and peacebuilding will remain priorities for the GoSL.
- The GoSL will provide the political will and commitment required for the successful implementation of the programme.
- The institutions targeted have embraced a complementary approach to this programme, ensuring that they fully cooperate and take ownership and leadership of interventions
- The GoSL will provide the conducive atmosphere for the coordination and implementation of activities related to the programme
- Non-State Actors will buy into the programme and provide the support required for its success, especially contributing to in-depth community level support and policy formulation.
- The demand for ROL, human rights and sustaining peace and social cohesion engagement – both political and technical – will increase as a central pillar for long-term development initiatives.
- Requests for assistance by national authorities will continue to increase, given the strengthened capacity of the UNDP to deliver ROL and sustaining peace and social cohesion assistance.
- A shared understanding among Government counterparts, international actors and donors regarding the importance of ROL & H/Rights in sustaining peace and promoting overall process of human development will continue to develop as UNDP & its partners deepen their engagement through a rights-based, people-centred approach

3.4.2. Risks and Mitigation Measures

Below is the risks analysis framework, reflecting both contextual and programmatic risks which may have implications for the successful delivery of the Portfolio results. In addition to the mitigation measures stated below, the implementation of this Portfolio Document will mainstream the "Do No

Harm" principle through continuous conflict sensitive planning, monitoring and adjustment as well as conducting and utilising knowledge from the conflict analysis exercises that would be intermittently done.

Risk	Likelihood (Scale: 1 – 5)	Impact on the project (scale: 1 to 5)	Mitigation Measures
The prolonged effects of the Corona Virus at the global and national levels, which may lead to changes in the priorities of both donors and the GoSL.	L = 4	I = 5	In response, an extra-ordinary Portfolio Board meeting will be convened to review Portfolio priorities and have them adapt to the crisis to avoid further negative implications.
Political instability, largely due to elections related violence, may disrupt peace and security in the country.	L = 4	I = 3	The project will adopt flexible approaches in project planning and implementation to ensure activities remain relevant and realistic. This can be achieved through constant dialogue at the technical and policy levels with the government and partners.
Failure on the part of the government to promote sustainability and continuity as a result of over-reliance on donor support.	L = 2	I = 2	The Portfolio Board consisting of key actors will ensure that the commitment and political will of government are maintained throughout the programme, with the group also guiding the implementation of the programme.
Persistence of corruption and maladministration within government institutions.	L = 1	I = 2	UNDP will conduct, as usual, pre-implementation workshops to build partners' knowledge on UNDP's policies and procedures and the importance of adhering to strict financial and administrative management guidelines, including tight verification of budgets and due diligence in pre-grant assessment, call for proposals and financial reporting.
Unnecessary bureaucratic red tapes on the part of both GoSL partners and UNDP which may result in delays and failure to achieve expected results within timelines set.	L = 2	I = 2	Planning will be done promptly to ensure decision making regarding approvals of concept notes, proposals, and delivery of the same, are expedited. Additionally, regular feedback will be provided to affected partners where such delays

			occur. The programme will adopt flexible approaches in planning and implementation to ensure activities remain relevant and realistic.

Stakeholder Engagement

The programme has three principal stakeholders:

(i) **Ministries, Departments and Agencies of the GoSL:** The key partners that the project will work with are the Office of the Vice President, Ministry of Justice (MoJ) and the Law Officers' Department (LoD), the Ministry of Internal Affairs (MIA) through the Sierra Leone Correctional Service (SLCS) and Sierra Leone Police, the Justice Sector Coordination Office (JSCO), the Judiciary, the Human Rights Commission of Sierra Leone (HRCSL), the Legal Aid Board (LAB), the Sierra Leone Police (SLP), the Independent Police Complaints Board (IPCB), the Office of National Security (ONS). The institutions listed will be provided with support to strengthen their capacity to deliver services required across the country.

(ii) **Civil Society Organisations:** The two-pronged approach to building capacities of both state and non-state actors suggests the importance of working with all stakeholders, including CSOs. The project will,, continue its engagement with relevant CSOs working within the ROL and Social Cohesion thematic areas and who are renowned national actors such as the Centre for Accountability and the Rule of Law (CARL), Humanist Watch, Campaign for Good Governance (CGG), Institute for Governance Reform (IGR) and the West Africa Network for Peacebuilding (WANEP). These organisations have extensive knowledge in leading and promoting change processes in the areas of rule of law and peacebuilding in Sierra Leone. They have been partnering with UNDP for several years and have a better understanding of UNDP's systems and processes. Additionally, they have the network and the social capital required to mobilise and engage both CSOs and local community members. As such, they are of value addition to the project and provide it with the complementary spirit that the project is seeking to achieve.

(iii) **Primary Beneficiaries:** While both government and CSOs will also benefit from the project through capacity building and provision of resources to undertake specific activities, the key intended beneficiary is the bulk of the Sierra Leonean society. Of interest are vulnerable groups such as women, youth, children and PWDs. UNDP will strive to ensure that this particular programme meets the needs and aspirations of local communities in remote and isolated locations, which is in line with the commitment of the SDGs "Leaving No One Behind" and the focus of the Country Programme Document of UNDP.

A very effective coordination and implementation mechanism will be adopted by this project to ensure that there is fluidity in the interaction and participation of all stakeholders in the activities undertaken. As described in the sections above, the previous cycles of UNDP's interventions have been largely concentrated on strengthening the capacity of institutions at the central level in Freetown and provincial headquarter towns. The expectation was that the gains made would trickle down to the rest of the country. However, it appears that very minimal sustainable gains have been made outside

of major cities. This has led to persistent challenges that hinder the rights and welfare of Sierra Leoneans, with the attendant consequences for peace and social cohesion in the country.

The process of implementing this document is framed by the need to use an area-based/bottom-up approach, with the bulk of the investments done in rural communities. Of principal target will be remote and isolated communities that have been victims of social and structural injustices and which have significantly undermined peace and social cohesion across the country. At least 65% of all resources available to the Cluster on this project would be utilised outside of Freetown to strengthen programme initiatives at the local level, with actors and the structures of national institutions at that level provided with the resources and support they require to provide essential services to Sierra Leoneans. This will be done through local councils to support the government's decentralisation strategy. UNDP will carry out a HACT assessment to determine which local councils can partner as an implementer. Those deemed capable will have funds transferred to them, while those deemed to be low capacity will have funds managed directly with the project.

South-South and Triangular Cooperation (SSC/TrC)

The programme intends to build on South-South and Triangular Cooperation (SSC/TrC). UNDP and partner organisations in the region will collaborate on transnational initiatives, for instance, those that are cross-border related. Similarly, UNDP will promote study tours to African and Western Countries through which cross-learning and exchanges will be used to build on the capacity of participants. It is expected that SSC/TrC would be of value addition to both the programme and to actors in countries that would be involved in such exchanges and cooperation.

Knowledge

One of the primary objectives of this ProDoc is to promote knowledge and skills acquisition and transfer among partners and beneficiaries. Specifically, the project aims to invest in the use of innovative ideas and technology that would provide actors within the justice chain and the public with knowledge on what is happening concerning the rule of law. For instance, the Justice App and its eventual extension for access and use by the public will provide them with the everyday knowledge they require on what is happening to cases in the system. This will help create an extra layer of transparency and accountability that will demystify the justice sector and render it people and user friendly.

Capacity building initiatives would be tailored to provide government, non-governmental actors and the targeted beneficiaries with knowledge and skills they need to develop, implement, and monitor activities. This is why beneficiaries have to be fully integrated into monitoring activities, to provide them with the knowledge, skills and confidence needed to adequately contribute to programmes that are aimed at them. Typical areas where knowledge transfer would help to make a tremendous difference would be in undertaking ADR, peace campaigns, community and peer education initiatives, conflict prevention and mitigation activities etc. It is expected that these activities would be undertaken by CSOs and community members, which is in line with the area-based approach to programming and making a direct impact on the lives of beneficiaries at the local level.

The programme will seek to strengthen the MEL capacity of partners as there remain consistent challenges related to data collection, management and use in Sierra Leone. There is a very minimal investment in MEL and databases are either not available or are not adequately used where they exist. The programme will support institutions such as the JSCO and ONS to establish and use inter-sectoral data management processes that will help with collecting, collating and producing data related to the rule of law, peace and security in Sierra Leone, in particular, the key lessons to be learned from project

interventions in terms of successes, failures and how such lessons could inform future programming. The existing gap has tremendous effects on the ability of donors and other partners to ascertain the level of progress Sierra Leone has succeeded in making in specific sectors. The existence of such a knowledge and information base will go a long way in improving on confidence and trust in the rule of law, peace, and security sectors.

Sustainability and Scaling Up

The implementation of the ProDoc will adopt a 'utilisation focused' approach – meaning that it will maximise the utilisation of the ProDoc by ensuring that a comprehensive and integrated approach is used in rolling it out. This will include the inclusion of national stakeholders in all stages of the project cycle and principally, as members of the Portfolio Board which provide technical guidance to the implementation of the project, ensuring that the needs and aspiration of Sierra Leoneans are addressed.

Based on previous experience and lessons learned, intended users are more likely to apply and build on results if they believe that they own and lead the process. UNDP will ensure commitment to regular reporting progress through submission of quarterly and annual reports on the implementation process, and by organising bi-annual or annual meetings to have feedback from partners and members of the Programme Board. This approach will go a long way in promoting buy-in, local ownership, leadership and sustainability, and at the same time help UNDP to better understand changing contexts and circumstances, thereby promoting a flexible and much more dynamic approach that will help produce outputs of very high quality.

The capacity building component and the use of a bottom-up approach are geared towards providing the targeted groups with the ability to continue building on the gains made by the project even before the end of its lifespan.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will be implemented to ensure that resources available would be efficiently used to maximise the support that would go the beneficiaries. UNDP will set up and ensure that partners adhere to UNDP's strict financial and administrative management guidelines and policies including through internal control mechanism and due diligence in pre-grant assessment, call for proposals and financial reporting. This will to a large extent mitigate corruption and mismanagement of available resources. The project will also ensure that activities undertaken are relevant, with procurement policies and procedures which emphasize value for money.

The project will use a hands-on approach in delivering the key interventions; through the Direct Implementation Modality (DIM), with the Portfolio Manager and the M&E officer within the Portfolio and the M&E unit within UNDP regularly monitoring activities to ensure that they are on track. Alongside this, coordination with government actors and CSOs will be improved, to have an inclusive and collaborative approach to programme delivery.

The partners will be expected to provide their technical and financial resources to strengthen the gains that the project will make, as the programme is seeking to complement their efforts to strengthen the rule of law, peace and social cohesion in Sierra Leone. Complementarity will be better enhanced through effective coordination and collaboration between partners and UNDP.

Project Management

The programme will be managed by the Rule of Law and Sustaining Peace and Social Cohesion Portfolio Manager, working alongside the staff structure that could be found in Section VIII. However, the Portfolio Manager will be supervised by the Head of the Governance Cluster, who will alongside the Portfolio Manager provide a regular update to the Portfolio Board on the implementation of the ProDoc.

The project will be implemented in the Western Area, and in eight priority districts of UNDP, Bo, Falaba, Kambia, Kailahun, Kenema, Makeni, Moyamba and Port Loko. On the programme implementation team, the Portfolio Manager will foster coordination, synergies, and harmonisation of efforts with other UN programmes/projects and other donor agencies operating within the country. Of principal interest would be harmonising the efforts of the Portfolio with other activities within the Governance Cluster and with other UNDP programmes and projects. The intention is to ensure that there is much more effective collaboration and complementarity within UNDP and between UNDP and other UN agencies. This will significantly increase the level of support beneficiaries receive, thereby making a positive difference in the lives of Sierra Leoneans, especially the poor and indigent and those living in remote and isolated communities.

Strategic Communication and Visibility

To promote sustainability, the project will, as part of its approach to engaging partners and stakeholders, adopt a strategic communication and visibility approach, which will be tied to the overall communication strategy used by UNDP Sierra Leone. Strategic communication will be tailored towards ensuring that potential funders, stakeholders, partners, and beneficiaries are regularly updated on the activities of the Unit. In addition to this, the Unit should establish innovative platforms through which reports and information from the Unit and other actors are distributed to potential funders and partners, to keep them updated on what is happening in the sector.

Strategic communication will also be essential in promoting visibility and awareness of the work of UNDP. UNDP is significantly contributing to the promotion and strengthening of the rule of law in Sierra Leone, however, most of the work of UNDP is going unnoticed due to limited visibility, which needs to change.

RESULTS FRAMEWORK[22]

nex 1: Result and Resources Framework

ierra Leone MT-NDP (2020-2023) Cluster 4: Governance and Accountability for Results and Cluster 5: Empowering Women, Children and PWDs

NDP Strategic Plan (2018-2021) Outcome 2: Accelerate structural transformations for sustainable development (Outcome 2)

nited Nations Sustainable Development Cooperation Framework (UNSDCF, 2020-2023) Outcome: By 2023, people in Sierra Leone benefit from more ender and youth responsive institutions that are innovative, accountable, and transparent at all levels and can better advance respect for human rights and the ıle of law, equity, peaceful coexistence, and protection of children, girls, and persons with disability.

utcome indicators

2.1: Number of functional dialogue platforms on sustaining peace, managing conflict and building social cohesion at the community level

2.2: Number of infrastructures for peace and social cohesion established

3.1: Proportion of persons on remand without indictment.

3.4: Proportion of local courts and police stations with paralegals

3.5: Percentage of judges/magistrates and police who are women and/or are trained in women's rights.

elated UNDP Country Programme Document (CPD) (2020-2023) Outputs:

1 Targeted oversight and accountability institutions (Parliament, HRC, NEC, ACC and IPCB) are strengthened to perform their mandates

2 Rule of law institutions (Judiciary, SLP, IPCB, HRC, MOJ, SLCS) are strengthened to uphold human rights, access to justice and security

3 Gender-responsive institutional frameworks/strategies strengthened for peace, citizen's voice and participation for social cohesion

PD Output indicators

2.1.1: # of targeted oversight and accountability institutions with strengthened oversight legal framework

2.1.2: # of effective measures adopted and implemented by oversight institutions at national and sectoral levels

2.2.1: # of targeted institutions with improved procedures and processes to deliver (gender) justice and security services

2.2.2: % of people satisfied with the provision of justice disaggregated by sex/regions

2.2.3 # of GBV cases reported to authorities and # of reported cases receiving judgment in formal justice system annually.

2.3.1: # of innovative dialogue platforms developed for inclusion/participation of women/youth in democratic processes

2.3.2: # of CSOs/media institutions with improved capacity to advocate/promote peace building at national/local levels

pected output(s)	Indicative activities	Output Indicators, B = (Baseline(s), T= (Target(s),	Responsible parties	Data collection method

DP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. ific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly stand the results of the project.

)utput 1: *Inclusive and ender responsive ROL ıstitutions and systems are rengthened to uphold and xpedite human rights, access to ıstice and security at national nd local levels*	**Activity 1.1:** Support the jury system to enhance the dispensation of justice and contribute to decongesting correctional facilities.	***Indicator 1.1:*** # of gender responsive RoL institutions with improved systems, procedures and processes to deliver justice services *at national and local levels* services. ***Baseline: 2*** *Judiciary and LAB (2020).* ***Target: 9*** *concurrently (2 current – Judiciary and LAB; 7 new - MoJ, HRCSL, ACC, IPCB, SLP/FSU and ONS)* ***Indicator 1.2:*** # of oversight institutions with improved gender aware legal and regulatory frameworks and capacity to support and coordinate service delivery by SLP and other institutions. ***Baseline: 0*** *(2020)* ***Target:*** *5 institutions – HRCSL (2020), MoJ/JSCO, IPCB, ACC (2021), ACC, SLCS (2022).* **Indicator 1.3:** # of SGBV cases reported, successfully prosecuted and received judgement with conviction ***Baseline: 209*** *reported cases and 89 convictions (2019)* ***Target: 500*** *cases and* ***150*** *convictions - (150 & 50 convictions (2021), 200 & 50 convictions (2022), 150 & 50 convictions (2023),* **Indicators 1.4**: # of gender responsive actions coordinated and implemented through the National Human Rights Working Group forum to enhance human rights protection and promotion. ***Baseline: 0*** *(2020)* ***Target: 20 -*** *(2 (2020), 6 (2021), 6 (2022), 6 (2023).* **Indicators 1.5**(a): # of pilot Women-led Mediation Houses (WMH) established to foster	Judiciary	Project reports
	Activity 1.2: Strengthen the legislative framework of oversight institutions to enable the dispensation and expedition of services and coordination mechanisms.		MOJ/JSCO, SLCS, HRCSL, IPCB, SLP, ACC	Project reports
	Activity 1.3: Support the use of technology to enhance the delivery of security and justice services.		Judiciary, SLCS, SLP, LAB	Project reports
	Activity 1.4: Opening the space for women's participation and leadership in the justice sector at the community level.		MoJ, JoSL, Min of Local Govt.	Project reports
	Activity 1.5: Enhance the institutional capacity of the SLCS to deliver on reform processes		SLCS	Project reports

	Activity 1.6: Strengthen the capacity of justice sector actors to protect and promote the rights and welfare of women and girls	Alternative Disputes Resolution (ADR), community justice and reconciliation. ***Baseline:*** *0 (2019)* ***Target:*** *12 - 4 (2021), 4 (2022) 4 (2023)*	SLP (FSU and Police Prosecutors), Min of Social Welfare	Project reports
	Activity 1.7: Strengthen the capacity of HRCSL and District Human Rights Committees (DHRC) to improve human rights promotion and Protection		HRCSL, DHRCs	Project reports
)utput 2: Strengthened ocial cohesion and security f local communities to revent conflict and romote peace in Sierra eone	**Activity 2.1**: Support partnerships and collaboration efforts among security actors (Police) and communities to promote the concept of community policing and dialogue	**Indicators 2.1**: National institution for the coordination and promotion of peace and social cohesion established and decentralised. ***Baseline:*** *0 (2019)* ***Target:*** *9 - 1 (2021), 4 (2022), 4 (2023)*	MDAs, Local councils, CSOs	Project reports
	Activity 2.2: Support the Establishment and Strengthening of the National Peace Commission	**Indicators 2.2**: Capacity of peace and security institutions improved to promote dialogue and peace at national and local levels. ***Baseline:*** *1 LPPB (2019)* ***Target:*** *6 concurrently – Peace Commission, SLP, LPPB, ONS, MRU and IPCB (20212023).*	MDA, Local Councils	
	Activity 2.3: Strengthen early warning, coordination and response mechanisms at the Local Levels		MDAs, Local councils, CSOs	
	Activity 2.4: Support local level initiatives to prevent violence	**Indicators 2.3**: # of gender aware local measures undertaken to strengthen cross-border security and prevent conflict. ***Baseline:*** *1 MRU (2019)* ***Target:*** *9 – 3 (2021), 3 (2021), 3 (2023).*	MDAs, Local councils, CSOs	Project reports
	Activity 2.5: Strengthen capacities of relevant government stakeholders to identify and address cross-border issues on security, peace and social cohesion.	**Indicators 2.4**: # Local Council-led District Multi-Stakeholders Platforms (DMSP) involving	MDAs, Local councils, CSOs	Project reports

	Activity 2.6: Enhance capacity, effectiveness and efficiency of key institutions (security, immigration, etc.) working in cross-border areas.	women and youth organised to promote peace and social cohesion. ***Baseline:*** *0 (2019)* ***Target:*** *14 - 5 (2021), 5 (2022), 4 (2023)* *Indicator 2.7 (A): # Local Courts personnel trained to uphold human rights in adjudicating matters* *Indicator 2.7 (B): # administrative structures supported to guide the functioning of the local courts* *Baseline (A): 1 set of trainings for LC officials (2012)* *Target (A): 450 personnel trained (2021: 200; 2022: 150; 2023: 100)* *Baseline (B): TBD* *Target (B): 2 (2021: 1; 2022:1)*	MDAs, Local councils, CSOs	Project reports
	Activity 2.7: Strengthen the Capacity of Local Structures (including the Local Councils and the Local Courts) to Promote Peace, Security and Justice in Local Communities.		MDAs, Local councils, CSOs	Project reports
)utput 3: National Policy ormulation and nplementation Improved nd Inclusive	**Activity 3.1:** Conduct assessments on laws and policies implemented	**Indicator 3.1:** # of Gender responsive institutional assessment on the implementation of policies and laws relating to SGBV, PwDs, and peace conducted. ***Baseline:*** *0* ***Target:*** *1 (2021)* **Indicators 3.2**: # of innovative dialogue platforms developed for inclusion and participation of women and youth in democratic processes *Baseline: 143 (2019)* *Target: 200 – 65 (2021), 65 (2022), 70 (2023)* **Indicator 3.3:** # of policy measures and awareness undertaken to address discriminatory practices and welfare of Persons with Disabilities (PwDs). ***Baseline:*** *0 (2019)* ***Target:*** *15 – 4 (2021), 4 (2022), 4 (2023)*	MDAs, Local councils, CSOs	Project reports
	Activity 3.2: Strengthen district and cross-district women platforms and forums to advocate for inclusion in national policy dialogues on issues around SGBV and women's rights		CSOs report	
	Activity 3.3: Support formal and informal community-based structures (including youths, women's groups and LPPBs) to actively participate in conflict prevention, access to justice, peace and social cohesion initiatives		The Ministry of Youth, National Youth Commission, CSOs, LPPBs	Project reports
	Activity 3.4: Reduce discriminatory practices and barriers to access to justice, peace and security for and protect and promote the rights and welfare of persons living with disabilities (PWDs)		National Commission for PwDs, SLP, Min of Social Welfare, Judiciary	Project reports

utput 4: *Capacity of civil ciety and community peace id security structures engthened to address justices and conflict in local mmunities.*	**Activity 4.1**: Build capacities and skills of local CSOs, community-based organisations (CBOs) and community structures to mediate and resolve community disputes and conflicts	**Indicators 4.1:** # of CSOs/media institutions with improved capacity to advocate/promote peace building at national/local levels *Baseline: 14* *Target: 20 – 7 (2021), 7 (2022), 6 (2023)* **Indicators 4.2:** a) # of gender focus mechanism/strategies implemented through CSOs to raise legal education on SGBV, address impunity, conflict prevention, mitigation and resolution in local communities. ***Baseline:** 0 (2019)* ***Target:** 15 – 5 (2021), 5 (2022), 5 (2023)*	Local Councils, CSOs	Project reports
	Activity 4.2: Activity 4.2: Establish and strengthen local community conflict awareness, prevention, mitigation and dialogue forums .		Local Councils, CSOs, SLP, Traditional leaders	
	Activity 4.3: Support local community structures to prevent injustice and impunity			
	Activity 4.4: Strengthen the capacity of CSOs to prevent and respond to SGBV including to promote the rights and welfare of women, children, and juveniles			

MONITORING AND EVALUATION

process of implementing the programme document will benefit immensely from the use of an efficient and effective MEL process, through which the progress le in relation to the output areas and the benchmarks set would be regularly assessed by both internal and external actors. As such, the M&E unit of UNDP has rogressively work with the cluster to ensure that the required systems and structures are established to facilitate the collection, collation, analysis, management use of data related to the cluster.

s important for all staff to understand that the logframe is a management tool and that activities undertaken have to be mirrored against it, with corrective measures :en immediately when a challenge is identified. Fundamental to this process, is the adoption of an inclusive and participatory MEL approach that will include rtners and stakeholders. The MEL steps will include:

tablish Baselines for each Intervention Area: Baseline surveys should be done for each intervention area at the earliest possible stage. The baselines have to be ne with the aim of updating the baselines and the benchmarks set in the logframe of the ProDoc. All subsequent reviews would then have baselines to refer to, :h the baselines and benchmarks used to assess whether the results are being achieved or not.

)nitoring: The Reference Group should undertake regular monitoring of the activities implemented in the next four years. The monitoring process will allow for ;ular meetings between the RoL and Sustaining Peace and Social Cohesion Cluster and partners and beneficiaries to ensure that the programme is on track and :t the objectives set are being achieved. Through such engagements, corrective measures would be taken, where there are challenges identified and the partners uld help to provide the political will essential for the achievement of certain results. In line with this, regular monitoring will enable the partners to seek advice d have them work with the cluster in adapting interventions to meet changing needs and circumstances. Reports from such exercises should be carefully studied ngside the provisions of the logframe by staff in the cluster to enable them to understand progress made or existing challenges and how they should be addressed. ese reports would be eventually provided to both internal and external evaluators, who will learn from them as they evaluate the programme.

ernal Evaluation: The M&E Unit of UNDP should evaluate the activities of the portfolio annually. The process has to be thoroughly done with the aim of uring that the benchmarks set are achieved, and that the portfolio is creating the anticipated impact. This process will be separate and distinct from the external luation, as it will be carried out by M&E staff of UNDP. However, it should be comprehensive, with all actors engaged in the process.

:ernal Evaluation: To have a much more credible and independent process of assessing the implementation of the ProDoc, external evaluators should be :tracted on a bi-annual basis to evaluate it. To render the evaluation more effective, it should be done months apart and after the internal evaluations. This is to :ss how much learning was done from the findings and recommendations from the internal evaluation process. Clear and well-defined ToRs should be designed the recruitment of evaluators, with the Cluster staff supporting them in the field. The recommendations produced should be acted on immediately, with reports progress made in implemented them provided to the Reference Group.

nitoring Plan

s section presents what should be assessed during monitoring processes and the data that they should be assessed against. It goes beyond a mere plan to proving ear guide to those that will be undertaking the monitoring exercises.

xpected Results	Indicators (I), Baselines (B) and Targets (T).	M&E Event, Data Collection	Time or Schedule and Frequency	Responsible	Means of Verification: Data Source and Type	Resources	Risks and Assumptions

		Method…etc.					
Output 1: *Inclusive and gender responsive ROL institutions and systems are strengthened to uphold and expedite human rights, access to justice and security at national and local levels.*	***Indicator 1.1:*** # of gender responsive RoL institutions with improved systems, procedures and processes to deliver justice services *at national and local levels* services. ***Baseline: 2*** *Judiciary and LAB (2020).* ***Target: 9*** *concurrently (2 current – Judiciary and LAB; 7 new - MoJ, HRCSL, ACC, IPCB, SLP/FSU and ONS)*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	Judiciary, HRCSL, LAB, ACC, IPCB, SLP/FSU		Donor/partners Commitment to funding. Effective and efficient management of funds. The occurrence of unanticipated crisis has the potential to alter the focus of the portolio.
	Indicator 1.2: # of oversight institutions with improved gender aware legal and regulatory frameworks and capacity to support and coordinate service delivery by SLP and other institutions ***Baseline: 0*** *(2020)* ***Target:*** *5 institutions – HRCSL (2020), MoJ/JSCO, IPCB, ACC (2021), ACC, SLCS (2022).*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	*HRCSL, MoJ/JSCO, IPCB, SLP, ACC, SLCS* *Quarterly reports*		
	Indicator 1.3: # of SGBV cases reported, successfully prosecuted and received judgement with conviction ***Baseline: 209*** *reported cases and 89 convictions (2019)* ***Target: 500*** *cases and* ***150*** *convictions - (150 & 50 convictions (2021), 200 & 50 convictions (2022), 150 & 50 convictions (2023),*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	SLP/FSU quarterly reports, SGBV Court reports		
	Indicators 1.4: # of gender responsive actions coordinated and implemented through the National	Documentary review, Filed visits	Quarterly	Project Managers,	HRCSL, Human Rights		

	Human Rights Working Group forum to enhance human rights protection and promotion. ***Baseline: 0** (2020)* ***Target: 20** - (2 (2020), 6 (2021), 6 (2022), 6 (2023).*			ROL Specialist	defenders; Quarterly report,		
	Indicators 1.5(a): # of pilot Women-led Mediation Houses (WMH) established to foster Alternative Disputes Resolution (ADR), community justice and reconciliation. ***Baseline:** 0 (2019)* ***Target:** 12 - 4 (2021), 4 (2022) 4 (2023)*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	Judiciary, MoJ, reports, Training reports		
Output 2: *Social cohesion and security of local communities to prevent conflict and promote peace in Sierra Leone strengthened*	**Indicators 2.1**: National institution for the coordination and promotion of peace and social cohesion established and decentralised. ***Baseline:** 0 (2019)* ***Target:** 9 - 1 (2021), 4 (2022), 4 (2023)*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	Reports of IPCB and SLP		
	Indicators 2.2: Capacity of peace and security institutions improved to promote dialogue and peace at national and local levels. ***Baseline:** 1 LPPB (2019)* ***Target:** 6 concurrently – Peace Commission, SLP, LPPB, ONS, MRU and IPCB (20212023).*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	Reports of IPCB and SLP		
	Indicators 2.3: # of gender aware local measures undertaken to strengthen cross-border security and prevent conflict. ***Baseline:** 1 MRU (2019)* ***Target:** 9 – 3 (2021), 3 (2021), 3 (2023).*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	Survey report		

	Indicators 2.4: # Local Council-led District Multi-Stakeholders Platforms (DMSP) involving women and youth organised to promote peace and social cohesion. ***Baseline:*** *0 (2019)* ***Target:*** *14 - 5 (2021), 5 (2022), 4 (2023)*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	CSO/CBO reports Quarterly reports		
Output 3: *National Policy Formulation and Implementation Improved and Inclusive*	**Indicator 3.1:** # of Gender responsive institutional assessment on the implementation of policies and laws relating to SGBV, PwDs, and peace conducted. ***Baseline:*** *0* ***Target:*** *1 (2021)*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	Assessment report,		
	Indicators 3.2: # of innovative dialogue platforms developed for inclusion and participation of women and youth in democratic processes *Baseline: 143 (2019)* *Target: 200 – 65 (2021), 65 (2022), 70 (2023)*	Documentary review, Filed visits	Quarterly		Youth Commission reports, Quarter reports, CSO report		
	Indicator 3.3: # of policy measures and awareness undertaken to address discriminatory practices and welfare of Persons with Disabilities (PwDs). ***Baseline:*** *0 (2019)* ***Target:*** *15 – 4 (2021), 4 (2022), 4 (2023)*	Documentary review, Filed visits	Quarterly		NCPwD Quarter reports, CSO report		

Output 4: *Capacity of civil society and community peace and security structures strengthened to address injustices and conflict in local communities.*	**Indicators 4.1:** # of CSOs/media institutions with improved capacity to advocate/promote peace building at national/local levels *Baseline: 14* *Target: 20 – 7 (2021), 7 (2022), 6 (2023)*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	CSO report, Training report		
	Indicators 4.2: a) # of mechanism/strategies implemented through CSOs to raise legal education on SGBV, address impunity, conflict prevention, mitigation and resolution in local communities. ***Baseline:*** *0 (2019)* ***Target:*** *15 – 5 (2021), 5 (2022), 5 (2023)*	Documentary review, Filed visits	Quarterly	Project Managers, ROL Specialist	CSO/CBO reports		

aluation Plan[23]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
annual Internal Evaluation	M&E Unit of UNDP	All outputs will be assessed		2021 and 2023	All targeted partners and samples of beneficiaries	$ 20,000 per evaluation
annual External valuation	External Evaluators	All outputs will be assessed		2021 and 2023	All targeted partners and samples of beneficiaries	$ 60, 000 per evaluation

tional, if needed

I. MULTI-YEAR WORK PLAN [2425]

anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated l fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, ınce, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project ument.

EXPECTED OUTPUTS *Indicators, Baselines and Targets*	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2020	2021	2022	2023		Funding Source	Budget Description	Amount
utput 1: *Inclusive and gender sponsive ROL institutions and stems to uphold and expedite man rights, access to justice and urity at national and local els* strengthened. *nder Marker: GEN2*	**Activity 1.1**: Support the jury system to enhance the dispensation of justice and contribute to decongesting correctional facilities	x	x	x	x	Judiciary	TBD	72500 – Supplies 75700 – Training 71600 – Travel 74500 - MiscExp	
	Activity 1.2: Strengthen the legislative framework of oversight institutions (IPCB, HRCSL, ACC, MoJ) to enable the dispensation and expedition of services.	x	x	x	x	MoJ, SLCS, IPCB, SLP, HRCSL	TBD	71300 - Lcl Cnslts 75700 – Training 74200 – PrintPub 71600 - Travel	
	Activity 1.3: Support the use of technology to enhance the delivery of security and justice services	x	x	x	x	Judiciary, SLCS, SLP, LAB	TBD	75700 – Training 71600 – Travel 74500 - MiscExp	

st definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

anges to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, NDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to ase activities among years.

	Activity 1.4: Opening the space for women's participation and leadership in the justice sector at the community level	x	x	x	x	MoJ, Judiciary, Min of Local Govt.	TBD	75700 – Training 71600 – Travel 72500 – Supplies 74500 - MiscExp	
	Activity 1.5: Enhance institutional capacity of the SLCS to deliver on reform processes	x	x	x	x	SLCS	TBD	75700 – Training 71600 – Travel 72500 – Supplies	
	Activity 1.6: Strengthen the capacity of justice sector actors to protect and promote the rights and welfare of women and Girls	x	x	x	x	SLP (FSU and Police Prosecutors), Min of Social Welfare	TBD	71300 - Lcl Cnslts 75700 – Training 74200 – PrintPub 71600 - Travel	
	Activity 1.7: Strengthen capacity of HRCSL and District Human Rights Committees (DHRC) to improve human rights promotion and Protection	x	x	x	x	HRCSL, DHRCs	TBD	72100 - Contr-Cmpy 74500 - MiscExp	
	Sub-Total for Output 1								
utput 2: *Social cohesion and urity of local communities to event conflict and promote peace Sierra Leone strengthened*	**Activity 2.1**: Support partnerships and collaboration efforts among security actors (Police) and communities to promote the concept of community policing and dialogue	x	x	x	x	SLP, ONS, LPPB, CSOs	TBD	72100 – Train & Edu 71600 - Travel 74500 - MiscExp	

'ender Marker: GEN1	**Activity 2.2**: Support the Establishment and Strengthening of the National Peace Commission	x	x	x	x	SLP, ONS, LPPB, CSOs	TBD	72100 – Train & Edu 71600 - Travel 74500 - MiscExp	
	Activity 2.3: Strengthen early warning, coordination and response mechanisms at the Local Levels	x	x	x	x	OVP, MIA, ONS,	TBD	71300 - Lcl Cnslts 75700 – Wkshop 71600 – Travel 74500 - MiscExp	
	Activity 2.4: Support local level initiatives to prevent violence	x	x	x	x	MIA, ONS, SLP, NRA, CSOs	TBD	75700 - Wkshop	
	Activity 2.5: Strengthen capacities of relevant government stakeholders to identify and address cross-border issues on security, peace and social cohesion	x	x	x	x	MIA, ONS, SLP, NRA, CSOs	TBD	75700 – Wkshop 71600 – Travel 74500 - MiscExp	
	Activity 2.6: Enhance capacity, effectiveness and efficiency of key institutions (security, immigration, etc.) working in cross-border areas	x	x	x	x	MIA, ONS, SLP, NRA, CSOs	TBD	71300 - Lcl Cnslts 75700 – Training 71600 - Travel	
	Activity 2.7: Strengthen the Capacity of Local Structures (Local Councils and Local Courts) to Promote Peace, Security and Justice in Local Communities	x	x	x	x	Local Councils, Local Courts, ONS, SLP, CSOs	TBD	72200 - Equip&Furn 75700 - Confr 74500 - MiscExp	
	Sub-Total for Output 2								
ıtput 3: National Policy ›rmulation and	**Activity 3.1:** Conduct assessments on laws and policies implemented	x	x	x	x	UNDP	TBD	71300 - Lcl Cnslts	

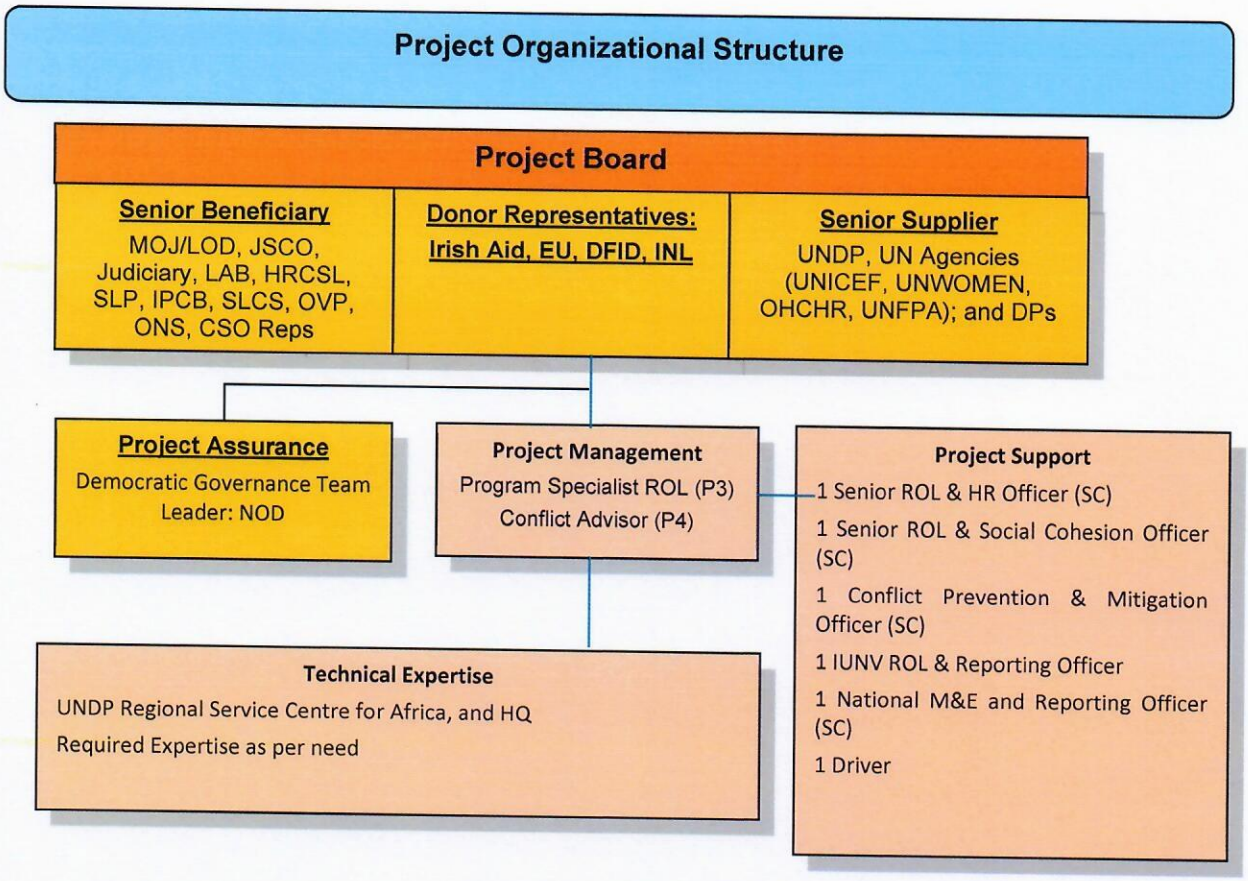
nplementation Improved nd Inclusive	**Activity 3.2**: Strengthen district and cross-district women platforms and forums to advocate for inclusion in national policy dialogues on issues around SGBV and women's rights	x	x	x	x	Parliamentary Women Caucus, Youth District Councils	TBD	75700 – Wkshop 71600 – Travel 74500 - MiscExp	
	Activity 3.3: Support formal and informal community-based structures (including youths, women's groups and LPPBs) to actively participate in conflict prevention, access to justice, peace and social cohesion initiatives	x	x	x	x	Parliamentary Women Caucus, Youth District Councils	TBD	75700 – Wkshop 71600 – Travel 74500 - MiscExp	
	Activity 3.4: Reduce discriminatory practices and barriers to access to justice, peace and security and protect and promote the rights and welfare of PwDs	x	x	x	x	ONS; MIA; SLP, MPPA, CSOs	TBD	71300 - Lcl Cnslts 75700 – Training 71600 - Travel	
	Sub-Total Output 3								
utput 4: Enhanced silience through civil society pacity strengthening to ldress injustices and conflict local communities thereby ducing fragility.	**Activity 4.1:** Build capacities and skills of local civil society organisations (CSOs) and community-based organisations (CBOs) and structures to mediate and resolve community disputes and conflicts	x	x	x	x	CSOs	TBD	75700 – Workshop 71600 – Travel 74500 – MiscExp	
ender Marker: GEN2	**Activity 4.2**: Establish and strengthen local community gender conflict awareness, prevention, mitigation and dialogue forums	x	x	x	x	Local Councils, CSOs, SLP, Traditional leaders	TBD	72100 – Train & Edu 75700 – Workshop 71600 – Travel	
	Activity 4.3: Support local communities to prevent injustice and impunity	x	x	x	x	Local Councils, CSOs, SLP, Traditional leaders	TBD	75700 – Workshop 71600 – Travel 74500 – MiscExp	

	Activity 4.4: Strengthen capacity of CSOs to prevent and respond to SGBV including to promote the rights and welfare of women, children and juveniles.	x	x	x	x	CSOs	TBD	72600 - Grants 71600 – Travel 74500 – MiscExp	
	Sub-Total for Output 4								
ffective Portfolio lanagement ensured	Personnel	x	x	x	x			61300-Salary & Post adjustment (FTA)	
		x	x	x	x			71400- Natl Snr. ROL & HR Officer	
		x	x	x	x			71400- Natl Snr. ROL & HR Officer	
		x	x	x	x			71500 - IUNV	
		x	x	x	x			61200 - Programme Assistant	
	Common Premises	x	x	x	x			73100 Common Premises	
	Evaluation		x	x	x				
	Monitoring	x	x	x	x				
	Capacity Building	x	x	x	x			71600 Travel	
	Communications and visibility (1%)	x	x	x	x			72400 CommServ	
	General Management Support (8%)	x	x	x	x			75100 Facilities & Administration	
	Operations/Programme Management Support Cost (4.6%)	x	x	x	x			63100 & 63200 Staff	

OTAL			

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The below Organogram will set the stage for the achievement of the portfolio initiatives with possibility for reviewing and adapting to funding availability.



IX. LEGAL CONTEXT

*[NOTE: Please choose **one** of the following options, as applicable. Delete all other options from the document]*

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

*[NOTE: Please choose **one** of the following options that corresponds to the implementation modality of the Project. Delete all other options.]*

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either

as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

   i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

   ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

   iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

   iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

   v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardise the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in

paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud, or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption, and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. *Choose one of the three following options:*

    Option 1: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be

deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][26] [UNDP funds received pursuant to the Project Document][27] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor, and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's, and sub-recipient's obligations under this Project Document.
    c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-

[26] To be used where UNDP is the Implementing Partner

[27] To be used where the UN, a UN fund/programme or a specialised agency is the Implementing Partner

recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. Choose one of the three following options:

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately,

including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **Project Board Terms of Reference and TORs of key management positions**