

US/INL and UNDP Contribution Agreement

Strengthening the Rule of Law, Security and Human Rights in Sierra Leone

US/INL Subtitle: Reinforcing Credible and Sustainable Improvements in Sierra Leone's Criminal Justice Sector

I. Background and justification

The Bureau of International Narcotics and Law Enforcement Affairs under the US Department of State (US/INL) and the United Nations Development Programme (UNDP) have, since 2015, partnered on two innovative thematic projects that are contributing to strengthening the justice and security sectors in Sierra Leone. The 'Promoting Transparency in Sierra Leone's Judiciary' project has focused on:

- Supporting the judiciary and justice chain in the development of bail and sentencing guidelines
- Strengthening the judicial profession through development of the first-ever comprehensive capacity assessment and in-service curricula for the Judicial and Legal Training Institute (JLTI)
- Implementation of an electronic criminal case management system – the Justice App and establishment of a public relations office.

The 'From Prisons to Corrections' project has supported the Sierra Leone Correctional Service (SLCS) to implement their Strategic Plan for the improvement of life in correctional facilities through the following activities:

- Legislative reform
- Piloting the Human Rights Audit and Action Planning model
- Development of rehabilitative and re-integration programmes while strengthening SLCS self-sufficiency
- Alleviating decongestion through implementation of the pilot Prison Courts.

Both projects are contributing to strengthening the justice chain and overcoming the challenges within the justice sector in terms of violations of key human rights in the administration of justice, including lack of due process, prolonged detention and lengthy case processing times. This is in addition to alleviating poor conditions of detention and improving service delivery within the institutions. The justice chain has, through these projects, received the necessary technical and financial support to review and enhance the

legal frameworks, processes and practices that have inhibited access to justice within the judiciary and the correctional service with positive outcomes.

In late 2016 based on recommendations from two independent evaluations of the Access to Justice and Security Sector reform projects, UNDP developed a holistic project titled: *Strengthening the Rule of Law, Security and Human Rights in Sierra Leone* which commenced 1 January 2017 following validation by the Sierra Leonean justice and security sector institutions and civil society organisations. The project applies the following theory of change:

If justice and security sector reform and access to justice and security interventions are strengthened, coordinated, inclusive, transparent and participatory with respect for human rights, then it will contribute to maintain peace and stability and improve access to justice including for the most marginalized, and enhance people's trust in justice and security sector institutions.

The new Rule of Law project brings together justice and security sector interventions under one framework which enhances coordination and ensures mutual goal setting and prioritization by institutions with an aim to maintain peace, stability and strengthen the rule of law, access to justice, accountability and transparency. The objective is to ensure equal access to justice for all with a focus on the most marginalized and vulnerable.

The US/INL supported projects are pivotal components in the new holistic framework and are contributing to a stronger and more transparent Judiciary, with the Chief Justice and senior management demonstrating sincere commitment to judicial reform, including on bail and sentencing and improvement of criminal case management through the introduction of an electronic case management system.

The Chief Justice has in June 2017 signed the Bail Regulations following the approval by the Rules of Court Committee. The same committee has also reviewed the draft sentencing policy several times while still awaiting the passing of the revised Criminal Procedure Bill version 2017 (CPB). The instruments are all with the office of the Attorney General and Minister of Justice (AG/MoJ) who has publicly pledged his commitment to ensuring the passing of the revised CPB by Parliament.

With the passing of the revised CPB expected hopefully soon, this will provide a transformational change in the justice sector allowing for greater alternatives to imprisonment including community sentencing and greater predictability and uniformity of decision making. Although Chief Justice Charm and the focal point of the Bail and Sentencing Working Group, Justice Browne-Marke, J.S.C. have worked tirelessly to push through the reforms, the passing of the CPB lies with the executive and legislative. Despite the commitment of the AG/MoJ the revised Bill may not be passed before the new government is in place following the 7 March 2018 elections. Hence it will be vital that the judiciary are given continued support to lobby government for legislative action and to implement and monitor the application of these new important instruments, once passed.

This project has also supported the Judicial and Legal Training Institute (JLTI), on the basis of a comprehensive needs assessment, to develop a curriculum with core judicial subjects including ethics, judge craft and skills, judgement writing and bail and sentencing. The establishment of the public relations office within the judiciary has supported the institution in countering negative perceptions and providing information to the public on ongoing reforms and actual responses to questions posed by the media, which has never been the case before. This has truly brought the judiciary closer to the people. It is important that this momentum is not lost and that gains made are consolidated with the provision of additional strategic technical support to the judiciary.

The US/INL's support to the SLCS focusing on promoting institutional reforms for the overall improvement of respect for human rights of the detained population has equally made good progress in the first year of the project. The review of the Correctional Act is almost completed and is expected to be submitted for approval to Parliament in 2018. The SLCS has, with technical support from UNDP, developed an Accommodation Master Plan mapping and measuring all 19 correctional facilities providing detailed data on maximum capacity of institutions in accordance with international minimum standards. An Industry Master Plan has also been completed making key recommendations for improvement of existing industries and possibility of scaling up through a market assessment of potential industries. This will ensure that inmates will be engaged in correctional industries and receive skills training for better livelihood support once they are released.

The SLCS has piloted human rights audits of facilities and developed national action plans for ensuring implementation and compliance with the United Nations Standard Minimum Rules for the Treatment of Prisoners ('Mandela Rules') and the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders ('the Bangkok Rules'). Concrete improvements have included separation of remand and sentenced inmates, introduction of family visits, improvements in hygiene and accommodation, and recreation. Justice institutions in partnership with Prisons Watch (CSO), have been piloted Prison Courts, to ensure speedy review of pre-trial and remand cases. This has enabled institutions involved, namely the Judiciary, Law Officer's Department and Correctional Service to chart solutions in addressing challenges impeding justice delivery.

These interventions are supporting the institutions in tackling backlogs and their root causes and serve as an effective tool to review and expedite cases. As we move towards the conclusion of the SLCS project in 2018, it will be a priority that engagement is continued to sustain and further consolidate achievements. A key component will be the establishment of a 'standards inspection department' that will guarantee requisite follow-up to human rights audits and compliance with action plans and standards as well as data collection. Equally important is the need for review of the SLCS Academy curricula in accordance with the Mandela and Bangkok Rules and the revised national legislation.

The improvements and achievements within both the justice and security sectors through the US/INL supported projects have provided UNDP with further insight to some of the key challenges within the judiciary and SLCS. Due to the provision of technical support and daily engagement with key actors UNDP has further strengthened its partnership with these institutions and is well-placed to ensure the achievement of the suggested joint US/INL and UNDP programming.

In furtherance, UNDP has the comparative advantage of neutral political positioning, long-term presence and has demonstrated successful post-conflict and sustainable development interventions in Sierra Leone. UNDP has also gained substantial capital of trust with civil society partners. UNDP will leverage these comparative advantages to achieve the below outlined outputs.

II. Project Description

The "Strengthening the Rule of Law, Security and Human Rights in Sierra Leone project" has three outputs:

1. Justice and security sector coordination and data management enhanced for inclusive, accountable and evidence-based policy and law making;

2. Improved access to justice for rights holders especially for women and vulnerable groups;
3. Strengthened justice and security sector institutions to deliver effective justice and security services closer to the people and in compliance with human rights standards.

The US/INL support will primarily be focused on boosting, consolidating and sustaining achievements within the judiciary and the correctional service. The project will also support civil society and non-governmental organisations through competitive calls for proposals focusing on ensuring institutional accountability towards reforms.

The following Activity Results are identified as US/INL priorities under the project:

Activity Result 1.1 Develop Monitoring and Evaluation (M&E) infrastructure and capacity to generate and disseminate credible quality data to inform policies, strategies and legislation on rule of law and access to justice

Following the elections in March 2018, and the new government constituting itself, the Justice Sector Coordination Office (JSCO) will be supported to convene a review of the state of the justice sector. This review will focus on bail and sentencing, case management and correctional reforms, and will aim to gauge perceptions of government, independent institutions as well as civil society on the challenges and opportunities facing the new government. This will inform the development of the new justice sector reform and investment plan (JSRIP IV) and discussions with the Ministry of Justice and the Ministry of Finance on how to ensure that prioritized areas receive the request support to be sustained.

Activity Result 2.6. Strengthened public awareness and empowerment of those vulnerable in the justice system and accountability towards institutions to implement reforms

Support will be provided to civil society and non-governmental organisations through competitive calls for proposals, that will focus on civic education and innovative actions for collecting data and monitoring application of new laws and instruments. Activities will focus on monitoring the judiciary's continued implementation and compliance with the new bail and sentencing instruments. In furtherance, it will raise awareness of key areas of the revised Criminal Procedure Act relating to bail, non-custodial sentencing and providing protection to those in conflict with the law. Interventions will focus on monitoring and supporting correctional reforms as undertaken by the SLCS and include support to dialogue and consultation with relevant MDAs, justice and security institutions and the JSCO on justice and security reforms.

Activity Result 3.3 Bail and Sentencing Regulations are adopted by the mandated judicial authorities and institutional capacity strengthened to implement reforms

The project is aligned to the UNDP, US/INL and DfID support to the judiciary and focuses on continued capacity development and sustainability of judicial reforms. Interventions will include support to consolidating the approved bail regulations and final approval and passage of the draft sentencing guidelines produced by the Bail and Sentencing Working Group in partnership with the judiciary, law officers' department, police and legal professionals.

Continued support to the new JLTI curricula will focus on expansion to include further legal subjects identified by the 2017 needs assessment and ensuring further roll-out and refresher trainings for key judicial staff and justice institutions on bail and sentencing as well as the revised CPA once passed into law. This will contribute to ensuring that the instruments are adhered to and applied.

Activity Result 3.4 Bail and Sentencing Reforms and judicial case management further consolidated and internal supervision and monitoring established

The Justice App is being implemented in 10 Courts across the country, including the main law courts building in Freetown, Bo, Kenema and Makeni to ensure for better tracking of criminal cases through the judicial system. In late 2017, the Justice App pilot will be rolled out to the whole country and interventions will be supported to ensure further consolidation of the case management system within the judiciary. The Justice App will be a key tool for the Chief Justice and Senior Judges to monitor the application of the bail and sentencing instruments and practices.

The judiciary will be supported in the establishment of a Bail and Sentencing Committee which will be vested with the powers to ensure that the new regulations are adhered to and make proposals for the review of the same. The Committee will be expected to be established by the Rules of the Court Committee.

Through the conduction of the pilot prison courts, the judiciary has quickly appreciated that monitoring, evaluation and mentoring is a key tool for the institution to monitor application of the bail and sentencing instruments as well as other reforms. This pilot phase has provided the opportunity for the judiciary to assess the full judicial process in the dispensation of justice and it has provided senior Judges with the opportunity to consult with concerned Magistrates and Judges as well as other justice chain institutions and the legal aid board to address challenges and backlogs by identification of root causes. The prison courts is still a new intervention, but the judiciary has already identified the need for the establishment of a Judicial Office for Monitoring, Evaluation and Mentoring (JMEM) to properly assess and measure progress as well as provide mentoring to junior / less experienced staff when required. The JMEM will be chaired by a senior Justice of the Supreme Court appointed by the Chief Justice. The office will be supported by the Deputy Masters that will have a key role in data collection. The JMEM will support the Chief Justice in supervisory and mentoring functions provided to less experienced Judges and Magistrates who will benefit from this support. The office will support the data collection and generation of reports from the Justice App and development of new monitoring and evaluation systems tailored to the needs of the judiciary.

Activity Result 3.5. Support to the judiciary's public relations office to strengthen and increase transparency and trust in the institution

The project will focus on continued consolidation of the public relations office that will ensure outreach and quality communications to the public ensuring transparency and information that can continue to improve citizen's trust in the judiciary. This will include support to the public relations office engagement with schools, universities and facilitation of in-house visits and yearly career days where the judiciary will open the doors to the public to increase interest and understanding of the judicial profession. Finally, there will also be outreach material and sensitization to ensure citizens are aware of the introduction of

the revised CPA and sentencing regulations once passed and the practical implications of these new regulations.

Activity Result 3.8 Strengthened capacity of SLCS Staff to ensure the welfare of inmates and the safety and security of society

In 2018, the project will continue to support SLCS to implement their Strategic Plan for the improvement of life in correctional facilities, through activities relating to decongestion (Prison Courts), improved file management, inmate classification and assessments, establishment of prison industries to build skills of inmates and also working towards self-sufficiency of the facilities in terms of food and furniture. The project will prioritise training of prison staff on the Mandela and Bangkok Rules, carrying out human rights audits of pilot facilities through trained staff and monitoring improvements. Also legislative reforms through the revision of the current Correctional Act and drafting of new prison rules and improvements on the health and welfare of inmates are key priorities and areas of interventions.

In 2018-2019, the SLCS will be supported on the implementation of the revised correctional legal framework and the National Human Rights Action Plans developed in 2017. The line Ministry of Internal Affairs (MIA) and the Correctional Council will be engaged in discussions and concrete actions towards the full realisation of these action plans and funding support will be provided to the SLCS for the establishment of a 'standards inspection department' that will be linked to the existing M&E office (only 1 Officer presently for all SLCS). This department will ensure requisite follow-up on human rights audits and compliance with action plans and standards as well as data collection and on this basis, will support individual institutions through mentoring and providing recommendations for improvement.

In 2019, the project will support the review of the SLCS Academy curricula in accordance with the Mandela Rules and Bangkok Rules as well as new national legislation ensuring that future staff and staff identified for refresher trainings are professionally capacitated to implement the reforms for the benefit of inmates and ensuring staff welfare.

III. Participating/ Coordinating GoSL & Donor/Aid Institution(s)

Throughout the project, UNDP will work closely with the GoSL, the Ministry of Justice (MoJ), the Ministry of Interior (MIA), the Justice Sector Coordination Office (JSCO, Law Officers' Department (LOD), the Judiciary, the Human Rights Commission of Sierra Leone (HRC-SL), the Legal Aid Board (LAB), Sierra Leone Corrections Services (SLCS) the Sierra Leone Police (SLP), the Independent Police Complaints Board (IPCB) and civil society organisations (CSOs) to strengthen project implementation with emphasis on enhancing sustainability of interventions.

IV. Geographical coverage:

Nationwide

V. Budget US/INL contribution 2018-2019

PLANNED ACTIVITIES	Description	Planned Budget			
		2018	2019	Budget Description	Amount (USD\$)
Output 1: Justice and security sector coordination and data management enhanced for inclusive, accountable and evidence-based policy and law making					
Output 1.1. Develop monitoring and evaluation (M&E) infrastructure and capacity to disseminate credible quality data to inform strategies, policies and legislation on rule of law and access to justice					
Midterm review of the state of the justice sector and contribution to JSRIP IV for 2018-2021	Consultant – Justice and M&E Expert	x		30 days expert fees, DSA, flight	35,000
	Validation launch	x		meeting, printing, stationary	6,000
Output 1 Total					41,000
Output 2: Enhanced access to justice for rights holders especially for women and vulnerable groups					
Output 2.6 Strengthened public awareness and empowerment of those vulnerable in the justice system and accountability towards institutions to implement reforms					
UNDP Call for proposal for civil society	<div>- Civic education on justice reforms - Court monitoring focus application of bail and sentencing regulations - Dialogue and engagement with judiciary, MoJ and MIA on judicial and correctional reforms</div>	x	x	Micro-Capital Grants	270,000
Output 2 Total					270,000
Output 3: Strengthened justice and security sector institutions to deliver effective justice and security services closer to the people and in compliance with human rights standards					
Output 3.3 Bail and Sentencing Regulations are adopted by the mandated judicial authorities and institutional capacity strengthened to implement reforms					

Expansion of JLTl curricula	Consultant	x		60 days expert fee, DSA, flight	45,000
JLTl training and refresher trainings	Training costs and printing	x		printing of curricula, stationary, venue	15,000
Output 3.4 Bail and Sentencing Reforms and judicial case management further consolidated and internal supervision and monitoring established					
Justice App consolidation & training	Technical support + hardware	x		Software support, 4 multi-functional printers for provinces, internet support	20,000
	Training by Software Devl. and Judiciary IT Unit	x	x	travel, DSA, training workshops	10,000
Establishment of Bail and Sentencing Committee	Consultant, meetings and coordination	x	x	Senior Expert (possibly SC US), validation of founding documents and tools	15,000
	Printing and stationary	x	x	printing, stationary	5,000
Establishment of Judicial Office for monitoring, evaluation and mentoring (JMEM)	M&E Tools devl.	x		Workshop, nat. consult fees, validation meetings	20,000
	Coordination and travel	x	x	travel, DSA for M&E missions	10,000
	Printing	x	x	Printing of M&E tracking tools	6,000
Output 3.5 Support to the judiciary's public relations office to increase transparency and trust in the institution					
Support to the public relations office	Devl. Communication Strategy	x		Local comms. fees for sparring, development support, printing and judiciary validation	12,000
	Communications and Outreach	x	x	development costs including testing, printing, advertisement of events, publication,airtime, printing	9,917

Output 3.8 Strengthened capacity to ensure the welfare of inmates and the safety and security of society					
Establishment 'Standards Inspection Department'	Devl. Tools, monitoring and evaluation		x	14 days expert remote fee, printing, travel, DSA	23,000
Review of Correctional Academy curricula	Consultant, validation and printing		x	30 days expert fee + meetings + printing of new curricula	30,000
Output 3 Total					220,917
Total Output 1-3					531,917
Output 4: Effective Project Management ensured					
Project Manager 2018 – 2019 (P3 level)		x	x		337,000
Monitoring and mentoring		x	x		14,061
Direct Project Costs (DPC) 4,6 %		x	x		24,468
Output 4 Total					375,529
GMS 8 %		x	x		42,553
Grand Total					950,000

VI. Results and Resource framework (RRF) INL and UNDP excerpt 2018 – 2019

Intended Outcome as stated in the Country Programme Results and Resource Framework: Justice and security sector delivery systems improved in compliance with international human rights standards					
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: 4a. % of court users satisfied with the outcome of cases (civil and criminal) (disaggregated by district, court type and gender) B: 53.2% (Access to Security and Justice programme (ASJP) perception survey 2013); T: 65%. 4b. % of respondents who believe that the problem of corruption is serious in the functioning of the Magistrate courts (by district, court type and gender) B: 33.7% (ASJP perception Survey 2013) T: 25%					
Applicable Key Result Area (from 2018 – 2021 UNDP Strategic Plan): (2) Strengthen effective, inclusive and accountable governance and (6) strengthen gender equality and the empowerment of women and girls					
Partnership Strategy: The project will continue to work closely with the Judiciary and justice chain institutions and engage civil society organizations in monitoring the government continued implementation of justice sector reforms. There will also be a Project Steering Committee, known as the project board which will meet quarterly.					
Project title and ID (ATLAS Award ID): <i>Strengthening the Rule of Law, Security and Human Rights in Sierra Leone – 00090095</i> US/INL subtitle: <i>Reinforcing credible and sustainable improvements in Sierra Leone’s criminal justice sector</i>					
EXPECTED OUTPUTS	INDICATIVE ACTIVITIES¹	2018	2019	RESPONSIBLE PARTIES	MEANS OF VERIFICATION

¹ List activity results and associated actions needed to produce each output or annual output targets.

Output 1: Justice and security sector coordination and data management enhanced for inclusive, accountable and evidence-based policy and law making

<p><u>Indicators:</u></p> <ul style="list-style-type: none"> - # of policies, plans, laws, actions, informed by data analysis adopted for improving the criminal justice sector - Policy discussions initiated on Criminal Procedure Act and implications for wider justice sector policy <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - No progress reports disseminated on justice issues - Limited coordinated and systematic collection of data and analysis for planning and M&E <p><u>Targets:</u></p> <ul style="list-style-type: none"> - Progress reports disseminated on key justice issues - Gender recommendations mainstreamed in policy documents and actions taken 	<p>Activity Result 1.1: Develop monitoring and evaluation (M&E) infrastructure and capacity to generate and disseminate credible quality data to inform policies, strategies and legislation on rule of law and access to justice</p> <p>Action 1.2.2: Support to the dissemination of the state of the justice sector report, and contribution to the development of JSRSIP IV</p> <p>Action 1.2.3: Support to the Justice Sector conference to shape long-term policy in the justice sector</p>	<p>\$41,000</p>		<p>MoJ, JSCO, Judiciary</p>	<p>Progress reports</p> <p>State of the justice sector report</p> <p>Justice Sector Recovery and Investment Plan IV</p>
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<ul style="list-style-type: none"> - <i>Mid-term Review of the State of the Justice Sector undertaken and new Justice Sector Reform and Investment Plan IV for 2018-2021 developed</i> 					
Output 2: Improved access to justice for rights holders especially for women and vulnerable groups					
<u>Indicators:</u> <ul style="list-style-type: none"> - <i>% of accused, detainees and inmates and their families aware and benefiting from information on the revised draft CPA and new bail and sentencing regulations and correctional reforms</i> - <i>Court monitoring data reflect knowledge and level of application of the bail regulations and other judicial reform instruments passed</i> - <i># of CSO consultations with the judiciary and MDAs on data collected and reports to ensure triangulation and action</i> <u>Baseline:</u>	Activity Result 2.6: Strengthened public awareness and empowerment of those vulnerable in the justice system and accountability towards institutions to implement reforms Action 2.6.1: Strengthen institutional reforms through UNDP call for proposals for civil society organisations and institutions focusing on judicial and correctional reforms	\$170,000	\$100,000	Civil Society Organizations (CSO), Independent Institutions and UNDP	UNDP Call for Proposal Court monitoring data and case statistics CSO quarterly reports Briefing papers to MDA, Judiciary and SLCS Mass, social media records

<ul style="list-style-type: none"> - <i>Limited awareness of new judicial reforms and their implication for bail and sentencing in practice</i> <p><u>Targets:</u></p> <ul style="list-style-type: none"> - <i>Informational and Communications Strategy in place targeting those vulnerable in the criminal justice chain developed and for identifying community justice champions</i> - <i>Strategy in place for engaging and consulting judiciary, SLCS and MDAs on findings</i> - <i>CSO Court Monitoring strategy in place targeting provincial headquarters and specific locations with new Magistrates and Judges</i> - <i>Informational and Communications strategy raising awareness on judicial and correctional reforms completed in targeted areas</i> - <i>2 M&E reports on judicial and correctional reforms developed and consulted</i> 					
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<p><i>with judiciary and SLCS and MIA</i></p> <ul style="list-style-type: none"> - <i>Credible, accurate case data desegregated by gender analysed on the application of the bail regulations and sentencing practices and study produced</i> 					
<p><i>Output 3: Strengthened justice and security sector institutions to deliver effective justice and security services closer to the people and in compliance with human rights standards.</i></p>					

<p><u>Indicators:</u></p> <ul style="list-style-type: none"> - <i>Bail and Sentencing Regulations approved by the RoCC and laid before new Parliament</i> - <i>Additional training modules developed and JLTi strengthened</i> - <i>Judicial support staff trained and refresher trainings held for Judges and Magistrates</i> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - <i>Bail Regulations have been completed and approved by the Rules of the Court Committee and Gazetted</i> - <i>Draft sentencing regulations have been reviewed twice by the Rules of the Court Committee</i> <p><u>Targets:</u></p> <ul style="list-style-type: none"> - <i>Bail and Sentencing Regulations presented to Parliament under the Constitution section 170 to be passed into law</i> - <i>New Training Curricula for the JLTi further expanded</i> 	<p>Activity Result 3.3: Bail and Sentencing Regulations are adopted by the mandated judicial authorities and institutional capacity strengthened to implement reforms</p> <p>Action 3.3.1: Support the RoCC to finalize and approve Sentencing Regulations and table to Parliament for enactment</p> <p>Action 3.3.2: Develop additional Training Modules and strengthen the capacity of the JLTi</p> <p>Action 3.3.3: Refresher trainings for judicial support staff, Judges and Magistrates</p>	<p>\$60,000</p>		<p>Judiciary, UNDP</p>	<p>Approved CPA</p> <p>Approved Bail and Sentencing Regulations</p> <p>Minutes of RoCC and reports from the judiciary</p> <p>Approved JLTi curricula, training material and tools</p>
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<p><i>in accordance with 2017 needs assessment</i></p> <ul style="list-style-type: none"> - <i>All judicial support staff trained on the new bail regulations and new practice directives</i> - <i>Judges and Magistrates receive refresher trainings on bail and sentencing as well as revised CPA</i> 					
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<p><u>Indicators:</u></p> <ul style="list-style-type: none"> - CMS set-up at Judiciary HQ and selected regions (as per INL project TBC Dec 2017) and staff capacitated - Bail and Sentencing Committee established - Judicial office for Monitoring, Evaluation and Mentoring Established (JMEM) and enhancing staff capacities <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - No criminal case management system in place - No Bail and Sentencing Committee - No Judicial Office for Monitoring and Evaluation and Mentoring <p><u>Targets:</u></p> <ul style="list-style-type: none"> - All judicial staff are confident users of the Justice App following training by superusers and technical support developers 	<p>Activity Result 3.4: Bail and Sentencing Reforms and judicial case management further consolidated and internal supervision and monitoring established</p> <p>Action 3.4.1: Consolidate and link CMS in Judiciary and justice App with the LoD/DPP's Office</p> <p>Action 3.4.2: Establish Bail and Sentencing Committee</p> <p>Action 3.4.3: Establish Judicial office for monitoring, evaluation and mentoring established (JMEM) and enhance staff capacities</p>	<p>\$81,000</p>	<p>\$5,000</p>	<p>Judiciary and UNDP</p>	<p>CMS reports</p> <p>RoCC minutes</p> <p>Founding documents of new offices</p> <p>M&E tools</p> <p>Bail and Sentencing Committee reports</p> <p>JMEM M&E tool and reports</p>
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<ul style="list-style-type: none"> - <i>Bail and Sentencing Committee set-up and development of tool for monitoring compliance initiated</i> - <i>Judicial Office for Monitoring, Evaluation and Mentoring set-up and initial M&E plan developed</i> - <i>Justice App functions reviewed and refined and system well-established and utilised by the Judiciary</i> - <i>Bail and Sentencing monitoring tool / matrix developed</i> - <i>2 Reports including recommendations produced by the Bail and Sentencing Committee on the level of application of the bail and sentencing instruments</i> - <i>Judicial Office for Monitoring, Evaluation and Mentoring developed M&E plan and been engaged in mentoring of selected Judges and Magistrates and support staff</i> 					
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<ul style="list-style-type: none">- <i>Recommendations made by the JMEM to the JLTl for refresher training needs</i>					
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<p><u>Indicators:</u></p> <ul style="list-style-type: none"> - <i>Public Relations office strengthened and consolidated within the judiciary</i> - <i>Court users in selected areas aware of judicial reforms including bail and sentencing regulations</i> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - <i>Public Relations office established in 2016</i> - <i>No judicial public relations communications strategy</i> - <i>Comprehensive outreach strategy on bail and sentencing developed in 2017</i> <p><u>Targets:</u></p> <ul style="list-style-type: none"> - <i>Judiciary public relations communications strategy developed</i> - <i>Informational material, posters, cartoons are posted in all courts and public places</i> 	<p>Activity Result 3.5: Public Relations' Office within the Judiciary strengthened to increase transparency and trust in the institution.</p> <p>Action 3.5.1: Consolidate the role of the Public Relations office within the judiciary</p> <p>Action 3.5.2: Increase awareness of Court users in selected areas on judicial reforms including on bail and sentencing regulations</p>	\$15,000	\$6,917	Judiciary and UNDP	<p>Mass, social media articles and records</p> <p>CSO Court Monitoring reports</p> <p>Perception survey of court users (output 1) and state of the justice sector report 2018</p>
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<ul style="list-style-type: none"> - <i>Judiciary overall budget incorporates the public relations office budget</i> - <i>Job fair and careers days and other strategic communication and outreach activities implemented by the Public Relations Office</i> - <i>public relations office fully consolidated within the judiciary</i> 					
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<p><u>Indicators:</u></p> <ul style="list-style-type: none"> - SLCS 'Standards Inspection Department' established - # Human Rights Action plan recommendations implemented - Correctional Academy curricula reviewed and enhanced - # of staff trained on health care, hygiene and human rights - % improvements in Prisoners health and welfare <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - No internal human rights and standards inspections office in the SLCS - SLCS Academy curricula does not include prison governance in line with Mandela Rules 2015 <p><u>Targets:</u></p> <ul style="list-style-type: none"> - SLCS 'Standards Inspection Department' established - Correctional Academy curricula reviewed and enhanced 	<p>Activity Result 3.8: Strengthened Capacity of SLCS Staff to ensure the Welfare of Inmates and the Safety and Security of Society</p> <p>Action 3.8.1 Support to the establishment of the 'Standards Inspection Department'</p> <p>Action 3.8.2 Support to the review of the Correctional Service Academy curricula</p>		\$53,000	SLCS and UNDP	<p>SLCS records</p> <p>Training records</p> <p>M&E tools</p> <p>Reviewed Academy Curricula</p>
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VII. US/INL Reporting Requirements

Bi-monthly conference calls

Approximately every two months, UNDP will participate in conference calls comprising all members of the project team, including but not limited to UNDP Project Manager and program staff, the U.S. Embassy, and US/INL Sierra Leone Program Officer to ensure effective communication on a regular basis.

Quarterly written reports

UNDP will submit quarterly reports in accordance with the standardized US/INL reporting format. Reporting for this particular project will also include the following information:

Scope

- Summary of significant achievements related to the project objectives. Please provide relevant quantitative and qualitative data, and relevant photos.
- For each project objective, are actual achievements *Exceeding*, *Meeting*, or *Trailing* in relation to the project plan? Provide brief analysis of each, including any needed adjustments to the project.

Cost

- Is the project *Over budget*, *On budget*, or *Under budget* (based on Percentage of period of performance completed vs Percentage of funds expended).
- Actual average monthly burn rate.

Schedule

- Are all project personnel in country?
- Are project activities *Ahead of schedule*, *On schedule*, or *Behind schedule*?
- List significant project activities/events planned for the next 5 months.

Other

- Provide brief remarks on any assistance that the U.S. Embassy or US/INL could provide to contribute to the objectives of this project.

VIII. Annexes

Please see attached revised project document: *Strengthening the Rule of Law, Security and Human Rights in Sierra Leone*, full results and resource framework (RRF), multi-year workplan (MYW) with budget for US/INL's consideration.