

PROJECT DOCUMENT

UNDP Sierra Leone

Project Title: Strengthening Rule of Law, Security and Human rights in Sierra Leone

Project Number: 00104225

Implementing Partner: MoJ, MIA, JSCO, Judiciary, LAB, HRCSL, IPCB, SLP, SLCS and CSOs

Start Date: 01/01/2017 **End Date:** 31/12/2019 **LPAC Meetings dates:** 08/12/2016 and 01/02/2018

Revised proposal: 08/12 – 2017 in accordance with US/INL and UNDP contribution agreement

Brief Description

This project seeks to strengthen rule of law, access to justice and security delivery in Sierra Leone in compliance with international human rights standards. It builds on the lessons learnt from UNDP's Access to Justice (A2J) and Security Sector Reform (SSR) projects and years of UN and development partners' support to justice and security delivery. The new project takes a holistic approach bringing together justice and security sector interventions under one framework which will enhance synergies and coordination. The project establishes shared priorities with an aim of contributing to the maintenance of peace and stability and to strengthen the rule of law, access to justice, accountability, transparency and respect for human rights. The objective is to ensure equal access to justice for all, focusing on the most marginalised, those vulnerable in the justice sector especially women and children. The project addresses gaps in the justice sector chain and correctional services and builds on achievements under the two thematic projects "Promoting Transparency in Sierra Leone's Judiciary" and "From Prisons to Corrections" that are supporting the achievement of legislative and institutional reforms.

Overall, the project seeks to address continued challenges around access to justice and security for the poorest and to build trust of the population in justice and security sector institutions. The failure to provide effective rule of law contributed greatly to the civil war highlighting the need to ensure justice and security institutions are supported to become a pillar of good governance in the country.¹ Justice, security and oversight institutions are significantly underfunded by the Government of Sierra Leone (GoSL) which constitutes a real challenge and it is critical therefore that project interventions are sustainable.

Although Sierra Leone has made progress with its ratification of international and regional human rights instruments, law reform and justice services have been too slow in delivering improvements. Human rights violations including gender-based violence (GBV), property and inheritance deprivation among many other right abuses affecting women and girls continue to be challenges. The project therefore has a strong focus on protection and promotion of human rights including gender justice and integrates a human right-based approach (HRBA) throughout its intervention logic. The aim is to ensure that right holders are empowered to claim their rights and increasingly hold the government, as duty bearers, accountable to respect, protect and fulfil their duties. More focus will be placed on raising public trust in the GoSL's justice and security institutions through learning, M&E and strengthening dialogue between government and civil society, including beneficiaries. The project will target support to alternative dispute resolution (ADR) processes at the community level including enhancing informal justice systems, and supporting mechanisms, such as community based paralegals and Local Police Partnership Boards (LPPB's). Together with the support to implementation of the new bail and sentencing regulations these interventions will seek to reduce case backlogs and prison overcrowding and enhance equal access to justice and security in compliance with international and regional human rights standards and hence target empowering those most vulnerable in the justice chain.

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).

¹ "Witness to Truth", Sierra Leone Truth and Reconciliation Commission (TRC), Volume 3B, 2004

The project will strengthen justice and security sector coordination through supporting the JSCO in a sector-wide approach. Coordination within the institutions and between institutions (duty bearers) and right holders represented by CSOs will be enhanced to strengthen transparency, accountability, effectiveness and efficiency. The project will ensure coherence and synergies with other support provided by UNDP and UN agencies as well as development partners, such as DfID, ISAT, US Embassy, US/INL, Irish Aid, the EU, the World Bank and the Islamic Development Bank.

The project is aligned with SDG 16 (peace, justice and strong institutions) '*leaving no one behind*' and with UNDP's global programme for justice, security and human rights (Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development - a UNDP Global Programme for Justice, Security and Human Rights (1 July 2016 – 30 June 2020). In addition, the project has a strong focus on SDG 5 (gender equality and empowerment of women and girls), as it aims to enhance access to justice for women, to reduce violence against women (VaW) and gender-based violence (GBV) and to address cultural and social gender barriers in justice and security sector reform. In furtherance, the interventions are aligned with the Agenda for Prosperity (AfP) 2013-2018, the Justice Sector Reform Strategy and Investment Plan III (JSRSIP III) 2015-2018 and the strategic implementation plans around Security Sector Reform (Second Security Sector Review for Sierra Leone (2012-2022)) and the implementing partners' (IPs) own strategic plans.

The 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.

UNDAF Contributing Outcome (UNDAF/CPD, RPD or GPD):

UNDAF 2015-2018, PSRP Pillar 7: Governance and Public Sector Reform

Outcome Indicator: B. Justice and security sector delivery systems improved in compliance with international human rights principles

Expected CP Outcome(s): Justice and security sector delivery systems improved in compliance with international human rights principles

Total resources required 2017-2019 :	6 million USD		
Total Resources allocated	UNDP 2017:	665,000	
	UNDP 2018 - 2019	1,400,000	
	US/INL	2017 Judiciary	712,397
		2017- 2018 SLCS	1,080,000
		2018-2019 RoL	995,000
	Irish Aid	TBD	
	Government:		
	In-Kind:		
Unfunded:	1,097,603		

Agreed by UNDP:

Agreed by (The Ministry of Justice):

ABBREVIATIONS

ACC	Anti-Corruption Commission
AfP	Agenda for Prosperity
AWP	Annual Work Plan
CDIID	Complaints, Discipline & Internal Investigations Department
CPD	Country Programme Document
UN CRC	Child Rights Convention
CRC	Constitutional Review Committee
CSO	Civil Society Organization
DfID	Department for International Development
EVD	Ebola Virus Disease
FSU	Family Support Unit
GBV	Gender Based Violence
GoSL	Government of Sierra Leone
HRC-SL	Human Rights Commission of Sierra Leone
INL	Bureau of International Narcotics and Law Enforcement Affairs
IOM	International Organization for Migration
IP	Implementing Partner
ISAT	International Security Assistance Team
JSCO	Justice Sector Coordination Office
JRSRIP	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
MOFED	Ministry of Finance and Economic Development
MoJ	Ministry of Justice
OHCHR	UN High Commissioner of Human Rights
ONS	Office of National Security
ProDoc	Project Document
RSLAF	Republic of Sierra Leone Armed Forces
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
TRC	Truth and Reconciliation Commission
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNAMSIL	United Nations Mission in Sierra Leone
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNPOL	United Nations Police
UNODC	United Nations Office on Drugs and Crime
UPR	Universal Period Review
US/INL	US Department of State/ Bureau of International Narcotics and Law Enforcement Affairs

I. DEVELOPMENT CONTEXT

1.1 National development and governance context

Sierra Leone gained independence in 1961. Sierra Leone's long brutal civil war from 1991 to 2002 that was ended by the Lomé Peace Agreement of 1999 had a devastating impact on the country, blighting human development, peace and security. The Truth and Reconciliation Commission (TRC) set up in 2004 examined the causes and consequences of the civil war and found that the failure to deliver access to justice and security *'was largely a result of the failures in governances and institutional processes'*.² However, it is also widely recognised that even before the civil war, poor rule of law, weak and corrupt judicial institutions and impunity for human rights violations were rife.

Following the end of the civil war, the international community, largely comprising the UN and UK, commenced a major effort at enhancing rule of law and security sector reform (SSR) and huge strides were made towards the demobilization of former combatants and the establishment of national security structures, which is considered a major success.³ The Fragility Assessment of 2012 as part of the New Deal⁴ found that both security and justice sectors in Sierra Leone were in the 'transition' phase. The findings of the updated Fragility Assessment in 2014 revealed that fragility indicators remained relatively weak for Sierra Leone⁵. While public confidence in security institutions seemed to have been "sustained" since the 2012 Assessment, people's sense of justice appeared to have "slipped backwards" with growing concerns about political and regional divisions.

In 2014 the country faced an outbreak of the Ebola Virus Disease (EVD), which had an impact on GDP, human development and government budget. Lately there have been signs of marginal governance progress according to the Mo Ibrahim Governance Indicators 2015⁶, yet the security and justice sectors remain weak with significant challenges around corruption, service delivery outreach and adherence to the rule of law. The justice and security sectors are highly centralized, with services dropping off outside Freetown. Most of the population continue to rely on customary or informal justice to resolve disputes.

At the strategic level the GoSL is committed to strengthen rule of law and security through strengthening institutional capacity, transparency and accountability as mentioned in its AfP 2013 – 2018, Pillar 7, Governance and Public Sector Reform⁷. Despite this commitment, there are critical challenges with regard to government's limited funding in the sector arising from the global economic downturn as well as the Ebola Crisis. According to the UN, 71% of citizens experienced a decline in household incomes with Port Loko, Kailahun, Bombali, Kenema, Moyamba and Western Districts severely hit. The Court system and justice chain was severely impacted by the departure of Judges, Magistrates and key administrative staff during the Ebola crisis, and many courts ceased their sittings completely. Capacity gaps are widespread in the justice and security sector with weak coordination and poor service delivery coupled with rampant corruption and widespread perception of political interference. The political situation remains polarized and fragile with tensions likely to rise during Presidential and national elections which are scheduled to take place in early 2018. Sierra Leone is still epitomised by high youth unemployment, corruption and weak national cohesion⁸. It is therefore vital that continued support is given to the justice, security and human rights sectors as their effective functioning is critical for maintaining peace and security up to, during and after the 2018 Presidential elections.

² Witness to Truth: Sierra Leone Truth and Reconciliation Report, Volume 2.

³ Some 72,000 soldiers were demobilized and the size of the statutory army decreased from 17,000 in 2000 to 10,500 in 2006. Middlebrook, P. & Miller LLC, S., 2006, 'Sierra Leone Security Sector Expenditure Review', UK Department for International Development (UK-DFID)

⁴ The New Deal proposes five peacebuilding and statebuilding goals (PSGs) for conflict-affected countries: (1) legitimate politics, (2) security, (3) justice, (4) economic foundations, and (5) revenues and services. Each of the five is assessed as being at one of the following stages: crisis; rebuild and reform, transition; transformation and resilience.

⁵ See the Sierra Leone Fragility Assessment of 2016.

⁶ Sierra Leone ranks scores 51 out of 100, ranking 25th out of 54 in Africa.

⁷ See AfP p. 120 ff.

⁸ <http://www.worldbank.org/en/country/sierraleone>

1.2 Justice Sector Reform

1.2.1 Institutional weakness and limited access to justice

The TRC concluded that reform of the justice sector was central to peace consolidation, and a vital ingredient for sustainable development in post-conflict Sierra Leone. The AfP puts justice reform at the centre of its strategy recognizing the critical importance in promoting justice sector reform and rule of law for peace and prosperity. The goal of the justice sector and the judiciary is to ensure that there is safety for people, security of property, and access to justice through an efficient impartial and accountable legal system. The GoSL Justice Sector Reform Strategy is based on making justice accessible locally; ensuring that justice is expedited, and that rights and accountability are respected.⁹

Sierra Leone's legal system is based on the English common law, statutory and customary law. The latter includes Islamic law and varies according to local customs and interpretation. The Constitution of 1991 with its amendments in 2001 - currently going through a Constitutional review process - is the supreme law, which all laws must conform with. Sierra Leone applies a dualist system. International conventions and regional treaties will only take effect following the passing of a bill drafted by the Law Officers Department (LOD) in the Office of the Attorney General and the Ministry of Justice and tabled before Parliament¹⁰. When it comes to law reforms, legal drafting and codification of laws and regulations, there are significant challenges.¹¹ Systems are lacking to adopt and enact legislation in a transparent and accountable manner and ensure that updated official versions of all laws and regulations are available to duty bearers and right holders.

There are several levels of formal courts in Sierra Leone: the Supreme Court, the Court of Appeals, the High Court (based in Freetown and in 3 provincial headquarter towns with circuits that extend to other districts in the provinces) and district-level Magistrates Courts. The Chief Justice is the head of Sierra Leone's judiciary, which has jurisdiction in all matters civil and criminal.

In addition, Sierra Leone has an informal justice system, which includes customary courts (known as "local courts") active in all chiefdoms and presided over by a Local Court Chairperson that is supervised by a Local Court Committee. By virtue of the Local Courts Act of 2011, these traditional courts are now semi-formal as they have been brought under the supervision of the Chief Justice and the Judiciary. The informal justice systems deal with 65 – 85 per cent of all disputes in Sierra Leone¹². Ignoring the informal justice systems and focusing solely on the formal justice system would exclude large segments of the most marginalised groups in access to justice as these are generally more accessible for the poor than the formal courts.

The five year Justice Sector Reform Strategy and Investment Plan (JRSSIP III), 2013 -2018 recognizes that the formal justice sector is inaccessible to a vast majority of Sierra Leone's population and therefore seeks to bring justice closer to the people via four overarching goals:

- i) Safer communities through strengthened police;
 - ii) Better access to justice through ensuring paralegal services;
 - iii) Strengthened rule of law by addressing corruption and maladministration; and
 - iv) Improved justice service delivery by improving the performance of justice institutions.
- Implementation of the strategy is overseen by a Justice Sector Coordination Office (JSCO) under the AG & MOJ.

Courts are present in all districts although the system is overstretched. 34 Judges and 32 magistrates along with 17 state counsels¹³ serve the entire country with a population of more than seven (7) million. The previous Justice Sector Reform Strategy and Investment Plan II 2011-2014 as well as justice assessments identified numerous challenges including high illiteracy rates, no public defence systems, no bail or sentencing guidelines, long pre-trial detention periods (approximately 60% of cases in prison are on

⁹ AfP p. 121.

¹⁰The 1991 Constitution, section 40(4).

¹¹ Identified by MoJ/LOD, Worldbank and UNDP CO Sierra Leone, October 2016.

¹² These baseline figures vary according to different surveys and strategic justice sector documents.

¹³ Figures made available by the Judiciary in late 2017

remand) and inadequate case management processes. These challenges very much remain the same today. The current JSRSIP III (2015-2018) identifies key actions to address these challenges including but not limited to improving capacity for prosecution of cases, setting up case management systems for the justice sector, improving application of bail, fast-tracking of the revised Criminal Procedure Act and improving conditions of service in the justice sector.

Since the civil war ended, DfID and UN¹⁴ have had sustained engagement with the justice and security sector reform which has resulted in overall improvements in infrastructure, process and overall service delivery. During the EVD crisis the formal court system collapsed highlighting the lack of resilience in the judiciary. Before the EVD crisis, criminal cases including sexual and gender-based violence (SGBV) cases were being processed faster with the average time for a criminal case taking to be resolved reduced from 34 months in 2009 to 18 months in 2011 and SGBV cases in Freetown reportedly being concluded within 12 months. Mobile Courts ensured the outreach of the Courts to remote areas, albeit not without challenges, as these courts still remain mostly funded by international development partners.

In January 2015, the judiciary changed its leadership with an acting interim Chief Justice being appointed. Since then, the institution with support from the US Department of State, the Bureau of International Narcotics and Law Enforcement Affairs (US/INL) and UNDP has shown substantial progress in implementing judicial reforms. These reforms include but not limited to the development of a 5-year strategic plan that clearly sets-out the institution's priorities, developed instruments that will guide the application of bail and uniformity of sentencing application and piloted the first electronic criminal justice case management system "Justice App" in Sierra Leone. In addition, the institution has on the basis of training needs assessment developed a curriculum for the Judicial and Legal Training Institute (JLTI) and established a public relations office that is bringing the judiciary closer to the people. The new Bail Regulations have been approved by the Rules of the Court Committee in May 2017, and the draft sentencing regulations still await the passing of the revised Criminal Procedure Bill. These instruments and case management efforts have the prospect of providing transformational change to the justice sector allowing for greater alternatives to imprisonment including community sentencing and greater predictability and uniformity of decision making. They will have the effect of guaranteeing the right to bail and they will ensure that cases no longer get 'lost' in the criminal justice system. The end result will be to enhance access to justice with improved respect for the right to the presumption of innocence and reducing prolonged and arbitrary detention of accused persons.

Since the appointment of the permanent Chief Justice and a new Attorney General and Minister of Justice (AG/MoJ) in December 2016, more staff have been recruited into the sector including more Judges and State Counsels. There has also been renewed engagement by DfID in the Commercial Courts in Freetown and an increased determination to address issues of professionalism, training/capacities as well as functioning of the courts including attempts at eliminating the case backlog. That said, many of the challenges outlined above remain. As the country moves to elections, it will even be more important that there is a credible and functioning justice system in place.

1.2.2 Limited institutional capacity to collect data, manage cases, conduct research and lack of M&E systems that ensure learning, transfer of knowledge and organisational change

The performance of the justice and security sectors is challenged by limited institutional capacity of agencies, including JSCO, the MoJ/LOD, the Judiciary, the HRCSL, LAB, SLP, IPCB and SLCS as well as CSOs who may be successful in calls for proposals. The sector continues to lack accurate evidence-based tools for programming. Institutions and CSOs working in the sector have constraints in collecting, analysing and managing data and building a result-based management system that focuses on systemic changes, outcomes, learning and ensuring transformative changes. In the past, as evidenced by the 2016 Access to Justice and SSR project evaluations, reporting was mostly focused on accountability and number of activities. In addition, both justice and security sector coordination and coordination with development

¹⁴ In particular UNAMSIL, UNIPSIL and UNPOL

partners has been ineffective with limited information sharing and a perceived feeling of competition rather than complementarity to address the numerous challenges in the sector. Lack of research capacity and weak planning, monitoring and evaluation at national and district levels are thus key institutional and CSOs constraints which compromise the capacity of good governance, rule of law and access to justice. The lack of solid M&E frameworks across the board affects detailed diagnostic work to provide insights and trends with regard to organisational and behavioural changes within institutions. In addition it has a debilitating effect on justice and security sector policy making and reform processes.

1.2.3 *Weakness in justice sector coordination*

The JSCO was established to coordinate and oversee the justice sector reform through a sector-wide approach according to the Justice Sector Reform Strategy and Investment Plan (JRSP III). The establishment of JSCO led to an increase to some institutions in budgetary support from the government, donors and international agencies, however several institutions, including the JSCO continue to be significantly underfunded by the GoSL. Up to now it has been difficult for the JSCO to effectively play its role to hold effective coordination meetings regularly with the agencies, coordinate with development partners and gather quality data from inter-agencies and CSOs. Poor data, lack of baselines and poor coordination has significant impact on the effectiveness of the justice sector.

1.2.4 *Child protection and juvenile justice*

Although Sierra Leone has ratified the Child Rights Convention and has incorporated it through the Child Rights Act 2012, exploitation, child labour and girls' slavery are amongst key challenges still existing. The project interventions will need to ensure that marginalised children and young offenders are not left out and will build on previous support to the Sierra Leone Police Family Support Units (FSUs). The project will align its support to UNICEF's programmes as well as UNDP's inclusive growth programme with its focus on youth empowerment. When it comes to justice for children, young offenders are kept in prisons for long periods of detention, often pre-trial, in poor conditions not fit for the incarceration of juveniles. There are only three juvenile homes in Sierra Leone.

The GoSL approved a Child Justice Policy in 2014, which was adopted thanks to assistance from UNICEF. This provides for establishment of specialist justice services for children and diversion being used as the norm when it comes to children in conflict with the law. In line with the Child Policy, there is a need to continue to address issues around diversion, children's access to justice and enhance case management, specialized counseling, education and vocational training at the correctional services to ensure young offenders are rehabilitated and reintegrated back into society. This is in line with the ratified international human rights standards' where detention shall be the means of last resort, and ensure full respect for the principle of proportionality when detaining juveniles. This is important to note as Sierra Leone moves into elections given youth and particularly women/girls may be on the receiving end of violence. It cannot also be ruled out that Sierra Leone in the future could face problems of radicalization inside its prisons and correction facilities given the regional and global terrorism threats.

1.2.5 *Security sector reform*

Security sector reform (SSR) interventions in Sierra Leone have moved away from a *state-centric approach* (supporting Republic of Sierra Leone Armed Forces (RSLAF)-Sierra Leone Police (SLP) - Office of National Security (ONS)) from the end of the civil war in 2002, to a *holistic approach* (with a focus on police-justice-corrections) from 2005 till 2012 to the current *service delivery approach* (with a focus on community outreach) from 2012 till today. Widespread human rights violations by police and military during the civil war (1991 – 2002) led to deep mistrust of security forces among the population and building a security infrastructure that is accountable, credible and effective has been an essential component of Sierra Leone's post-conflict recovery. Since the end of the civil war, the security sector has transformed in important ways, even though the 2014 fragility assessment confirmed public mistrust of the key security institutions such as the police. With the assistance of the international community, significant reforms have taken place including the establishment of the ONS, which has played an important role in improved coordination at national, regional and district levels. As part of the AfP strategy the GoSL wish to strengthen capacity of the ONS to effectively coordinate and ensure a strong civilian-led security

coordination architecture. Although the Project focuses on the softer parts of SSR as per UNDP's mandate, there is a need to continue to strengthen the security sector's coordination and ensure a close inter-agency cooperation within the key security agencies and a close coordination between JSCO, ONS (the lead SSR coordination entity) and civil society at national and local level.

1.2.6 Policing – a need to enhance people's trust through community policing and strengthened oversight

A 2010 survey by the Anti-Corruption Commission ranked the Police as the most corrupt institution of all security sector institutions with 34.6 per cent finding the Police corrupt. Fault lines still exist with mistrust in the Police still prevalent¹⁵. Yet, sustained engagement by the International Community including DfID, ISAT and UN has led to significant improvements in recent years. A 2012 Report of the Peacebuilding Commission highlighted the importance of continued and sustained UN engagement in the security sector given its criticality in sustaining peace and stability in Sierra Leone. As a result of that engagement by UNDP, there have been improvements in the SLP recruitment, retention and promotion processes including of women. An asset management system has now been established to enhance organisational effectiveness and whereas the Police have been supported to undertake nationwide inspections of Police infrastructure, stations and personnel. There has also been considerable investment in strengthening oversight with the SLP through institutions including the Police's Complaints, Discipline and Internal Investigations Department (CDIID) and the Independent Police Complaints Board (IPCB), which is now up and running. These actions stem from an understanding that it is only through enhancing capacity of security actors and building oversight mechanisms in the sector that growth and peace can be sustained¹⁶. However, to further strengthen oversight with the SLP and avoid duplication, future support ought to strengthen the overall coordination, oversight and referral mechanisms between IPCB and other oversight bodies (CDIID, ACC, HRCSL, Ombudsman Institution, Parliament Committees). UNDP and ISAT have been supporting IPCB to develop a coordination mechanism that would streamline functions of respective institutions while minimising duplication of efforts.

Community policing is in particular seen as an effective and efficient way to gain trust in the Police. A recent external perception survey of a pilot community policing project in Kambia district¹⁷ supported by the SSR Project indicates that 'community policing' has enhanced public awareness on the roles and responsibilities of the police in the targeted districts. This was also confirmed during the visit of the UN Chief of the Standing Police Standing Capacity (SPC) when participants at the various meetings reaffirmed the importance of community policing and how it has brought communities together to fight a common enemy. Hence, prospects of *replicability* and *scalability* of similar community policing interventions to other districts seems to be highly relevant. However, as the SSR Evaluation found, future community policing capacity development should be based on more thorough needs assessment, screening/selection of participants by UNDP/SPC TA experts jointly with ISAT to avoid nepotism and ensure coherence and sustainability (for further details, please see section 2 and 3 below). In particular, it would be important to further assess the capacity and formation of the Local Police Partnership Boards (LPPBs) in community policing to build its capacity and ensure that the LPPBs represent women, youth and minority groups. Previous support by UNDP, ASJP and ISAT suggest that the LPPBs play a critical role as the link between the SLP and communities¹⁸.

The Family Support Unit (FSU) within the SLP intended to ensure effective implementation of national law and policy to combat GBV and violence against women and girls, improve outcomes for victims and encourage partnership working between and across the formal and informal sectors. There are 62 FSUs nationwide who handled 11,358 cases in 2014. UNDP has also supported development of case management guidelines, which has improved handling of cases as well as supporting FSU to conduct awareness raising which appears to be driving more women and girl survivors to the FSU. A key barrier currently concerns difficulties bringing cases successfully to trial. Challenges include the requirement of

¹⁵ IPBC survey October 2016.

¹⁶ AfP, p.102.

¹⁷ Kambia perception survey 2016.

¹⁸ Community Policing in Sierra Leone – Local Policing Partnership Boards, by Peter Albrecht, Olushegu Garber, Ade Gibson, and Sophy Thomas, DIIS Report 2014:16.

obtaining medical forms, failure of witnesses and victims to appear in courts, frequent adjournments and postponements. There's a need to focus on capacity development of prosecutors (including SLP Prosecutors), and FSU to ensure improved service delivery and successful prosecutions. FSU can also play an important role with CSO's in outreach on this issue including targeting youth and men to promote prevention.

Going forward, support to the security sector warrants closer attention in the lead up to the elections and post-election period and in particular those areas recommended by the Peacebuilding Commission including oversight & accountability, community policing and FSU. Moreover, this will be the first election since the departure of the UN Integrated Peacebuilding Mission (UNIPSIL) in 2014. It is recognised that the mission played an important partnership and accompanying role during previous election periods. Partnership and sustained engagement by the UN will be important.

1.2.7 Detention, Corrections and Legal Aid

When it comes to correctional services, steps have been taken in the right direction with the ratification of UNCAT.¹⁹ Yet, violations of people's rights during pre-trial detention with examples of people being detained for very long periods and thereafter discharged with no charges,²⁰; serious constraints with regard to access to justice and legal aid, absence of rehabilitation services, over-crowded prisons (by up to 600 per cent) and generally very poor health and sanitary conditions²¹. There is no indication of massive abuse by SLCS or prison guards and CSOs are allowed access to prisons and provide counselling and legal aid to inmates²². The 2015 capacity assessment carried out by UNDP found that 98 inmates have died in custody in the last five years in Freetown alone and all were linked to highly treatable illnesses resulting from poor conditions in detention (60% were in pre-trial detention).

Continued support to strengthen the SLCS around rehabilitation, providing better treatment, education and relevant market based vocational training is relevant and will provide value for money engagement. In addition, corrections support may also be relevant to reduce risks of recidivism and radicalisation.

Despite considerable challenges, the GoSL has prioritized the sector in the Agenda for Prosperity and the government revised and approved the Correctional Services Act in 2014 which aims to transform the country's prisons from punitive to rehabilitation facilities. The Act provides the opportunity to establish progressive initiatives such as home detention, work release and prison farms where inmates are paid remuneration for their labour. Infrastructure improvements will also allow for separate facilities for women and new structures for skills training.

Due to these engagements and informed by the capacity assessment undertaken, a two (2) year project supported by the US/INL and UNDP with the Sierra Leone Correctional Services (SLCS) focusing on promoting institutional reforms for the overall improvement of respect for human rights of the detained population commenced in October, 2016. The project supports the SLCS in implementing key areas of its Strategic Plan, including review of its legal and institutional framework which will be presented to Parliament for approval in 2018. The SLCS has piloted human rights audits of facilities and developed a 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. Prison Courts have been piloted by the justice institutions in partnership with Prisons Watch (CSO) to ensure speedy review of pre-trial and remand cases. This has enabled institutions involved namely the judiciary, law officers department

¹⁹ UPR Sierra Leone 2016.

²⁰ See also Jefferson, A.M. and Gaborit, L.S. (2015) *Human Rights in Prisons: Comparing Institutional Encounters*, Basingstoke Palgrave MacMillan.

²¹ UNDP Capacity Assessment of the SLCS by Ross, G(2015).

²² Jefferson, A.M. and Gaborit, L.S. (2015) *Human Rights in Prisons: Comparing Institutional Encounters*, Basingstoke Palgrave MacMillan. See also Jefferson, A.M.; Feika, M and Jahallah, A (2014) *Prisons staff in Sierra Leone - Everyday Governance in African Prisons* in "The Prisons Service Journal".

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 serving as an effective tool to review and expedite cases.

In relation to legal aid, the Legal Aid Act as enacted in 2012 offers a unique opportunity to improve on the rights of inmates and contribute to reducing lengthy pre-trial detention. The Legal Aid Board (LAB), though strategically placed, is still finding its bearings and requires technical assistance in key areas including full clarification of its mandate and functions as well as establishing much needed partnerships with legal aid providers from civil society organization as well as private practitioners. In furtherance, the LAB does still not have the requisite budget to become fully operational to match the needs for legal aid in the country and hence UNDP will support continued dialogue and engagement with MDAs as well as assistance in exploring partnerships.

1.3 Human rights progress and barriers

When it comes to human rights, Sierra Leone has made progress about putting in place a legal and policy framework. Sierra Leone is a state party to most of the international human rights treaties as well as key regional human rights instruments. However, major challenges continue to exist when it comes to implementation of human rights in practice and with regard to the constitutional and legislative framework and institutional capacity.²³ Discrimination against women and girls continues in both law and practice and need critical support. Talking about institutions, the Human Rights Commission (HRCSL) should ideally play a key role in the promotion and protection of human rights, monitor the GoSL vis-à-vis its commitments to implement recommendations from TRC, the Universal Periodic Review (UPR), and from other treaty bodies and other human rights mechanisms. Government monitoring and reporting of human rights obligations and the follow up on UPR recommendations is mandated to the Human Rights Section of the Ministry of Foreign Affairs and International Cooperation, which heads a Steering Committee which includes all relevant MDAs including the Attorney General's Office at the MoJ. The HRC-SL should play a complementary role to the government by submitting its own independent reports to treaty bodies. However, its capacity to do so seems limited due to poor coordination, weak advocacy forums on human, limited organisational capacity and it has difficulties to undertake its role as a national human right institution according to its constitutional mandate which itself requires revision. The HRCSL also has difficulties to fulfil its mandate and services including handling and resolving complaints, human rights education, regularly monitoring the respect for human rights by business entities, detention facilities, health facilities beyond the regional level to the district level to reach the poorest and most marginalised. Since its establishment in 2004, it has received funding from many development partners including the UNDP. As recommended by the 2016 Evaluation of the UNDP ROL and Access to Justice Project (2013-2014 (with a no-cost extension (NCE till 30 June 2015) the Human Rights Commission's Act of 2004 ought to be reviewed. The report also advocated for greater quasi-judicial adjudicatory powers to be granted to the HRCSL to enable it to enforce its decisions or recommendations. Continued support to the HRCSL is thus still relevant and needed to among other things strengthen; its quasi-judicial mandate, regular monitoring of the human rights situation and conditions of detention, review of bills to ensure compliance with internationally acceptable human rights standard, human rights education, coordination and advocacy on human rights issues.

Gender equality and SGBV - development and barriers

Social relations, including gender relations in Sierra Leone are characterized by discriminatory laws, customs and traditional practices that subordinate and oppress women and girls. The Constitution provides for equal rights for men and women²⁴ but the principle of non-discrimination does not apply in all areas and this principle could be best described as ambiguous on gender equality. Although, structures and policies are being prioritized, SGBV continues to be on the increase. Access to justice for survivors of SGBV continues to be a challenge. There is a significant problem of access to information on human rights, prosecuting and punishing perpetrators thus breeding a culture of impunity especially in remote and hard-to-reach communities. The SGBV Saturday Courts have more or less ceased to function as donors have ended funding with the judiciary unable to obtain funds to continue their operations from the GoSL. To

²³ See the UPR, October 2016, Second cycle.

²⁴ Article 27 of the Constitution (1991, amended in 2001).

address gender inequality and violence against women tailored interventions targeting both communities and institutions are required including activities in support of advocacy strategies on SGBV issues, dissemination of relevant information, sensitization of men, religious leaders and community leaders as part of an overall preventive strategy. In relation to gender equality, women and girls continue to be discriminated upon when it comes to property, inheritance, divorce and land right. While the LAB has laid emphasis on supporting the criminal cases, there is need to ensure that gradually the LAB can play a key role in enhancing women's property, land and civil rights through strategic litigation.

1.4 Corruption, oversight and transparency

An Anti-Corruption Commission (ACC) perception survey in 2010 found 34.6% perceived the Sierra Leone Police (SLP) to be corrupt – the worst performing institution in the survey followed by the Judiciary. The ACC places responsibility partly on the poor pay scales for incentivizing corruption.

According to a recent Afro barometer Survey a majority (59%) of respondents still perceive “most” or “all” police officials to be corrupt – the highest level of perceived corruption among public institutions.²⁵ However, police oversight and internal discipline has been strengthened through support of the SSR Project to the CDIID and IPCB according to all key informants interviewed by the SSR evaluation. As discussed under Section 3.4 the IPCB has been operationalized and cases are now reported to IPCB and investigated. IPCB meet with oversight agencies monthly and the GoSL shows a willingness to prioritize independent civilian oversight of the police. In addition, a recent external perception survey of a pilot community policing project in Kambia districts supported by the SSR project indicates that ‘community policing’ has enhanced public awareness on the roles and responsibilities of the police in the targeted districts.²⁶ Hence, prospects of *replicability* and *scalability* of similar community policing interventions to other districts seems to be highly relevant.

Support to police oversight and internal discipline has been strengthened through previous support of the SSR Project to the CDIID and IPCB. However, there is a continued need to strengthen the IPCB's mandate and operationalization. Cases are now picking up and being investigated.²⁷ Although, IPCB used to meet with oversight agencies monthly case management, adjudication and enforcement needs to be strengthened and there are risks of overlaps between institutions, which are many (IPCB, CDIID, ACC, HRC, Parliament Committees, Ombudsman). IPCB has extended its oversight function to all the 14 districts in Sierra Leone through numerous public outreach activities and sensitisation. This will continue to increase public awareness and access to the IPCB services in the coming years.

II. STRATEGY

As widely recognized including in the AfP, access to justice and security is paramount for peace and stability in Sierra Leone. As examined by the TRC and recognized in the AfP the failure of the GoSL to provide effective rule of law was a key reason behind the long-lasting civil war. In this perspective a key overall strategic consideration behind the design of the new Rule of Law project has been to contribute to the maintenance of stability in Sierra Leone through enhancing justice and security sector delivery through an inclusive people centered design. This is particularly important now as Sierra Leone is facing an election period and continues to face significant challenges including limited access to justice and security for the poorest, weak institutions and a perceived mistrust in justice and security institutions.

The strategy responds to the national development priorities in the AfP (2013-2018) and the needs to strengthen access to justice and security. It is fully anchored in the Justice Sector Reform Strategy & Investment Plan (JSRSIP III), as well as the GoSL institutions' own strategic plans and visions as much as possible. In addition, it responds to the GoSL international and regional road maps on justice, security and human rights including the African Union Agenda 2063 and the UPR 2016 process. The Project is also

²⁵ http://afrobarometer.org/sites/default/files/publications/Dispatches/ab_dispatchno103_corruption-trust-performance.pdf

²⁶ Kambia perception survey 2016.

²⁷ As of November 22nd, 50 cases / high ranking police officers are under IPCB's investigation.

aligned with the GoSL commitments vis-à-vis SDG 16 (peace, justice and strong institutions) and SDG 5 (gender equality and empowerment of women and girls). In particular, as the project aims to enhance access to justice for women, addressing violence against women (VaW) and focuses on addressing cultural gender barriers in justice and security sector reform.

The project is aligned with UNDP's global programme for justice, security and human rights²⁸ and the UN Security Council's call for serious attention to enhancing donor coordination mechanisms on Rule of Law sector delivery.²⁹

The project builds on the lessons learnt from previous support and years of UN and development partners support to justice and security delivery. The Access to Justice and SSR Evaluations 2016 and a follow-up inclusive scoping phase found that a future project should shift from an activity-based approach towards a programmatic approach with less partners and enhance focus on outcomes and M&E compliance. The aim will be to deliver effective justice and security and to address the root causes of impunity, limited access to justice for the poor and the continued lack of trust in justice and security sector institutions (see the Problem tree on root causes, Annex 6).

The new project design therefore has less partners and a stronger focus on data collection/ management, coordination, M&E and learning and a streamlined Project management and M&E structure to measure both accountability and transformative changes and ensure learning.

As a new characteristic the project takes a holistic, systemic and programmatic approach and brings together justice and security sector interventions under one framework with a focus on bringing justice and security closer to the people and enhancing people's trust in justice and security sector institutions. More specifically the Project aims to enhance synergies and coordination between duty bearers and right holders and establishes shared priorities for governments and CSOs with an aim to maintain peace and stability and strengthen the rule of law and accountability and transparency. This will contribute to improvements in access to justice, including the most marginalised, as per SDG 16, The project will strive to build on only sustainable structures and monitor interventions sustainability carefully through the new streamlined Project management system and a stronger internal M&E function which will be able to carefully monitor progress against disbursements, value for money and transformative change. To ensure sustainability and inclusion of the marginalized in the design, more focus is put on strengthening local sustainable structures including the LPPBs and the informal justice systems. Such structures are not only accessible for the poor geographically and financially, they are also critical to strengthen and enhance access to justice, alternative dispute resolution and to reduce overcrowding in prisons and correction centres and the backlog of cases. Although the results framework and work plan below include many interventions and activities, it should be noted that a majority of these are in fact the operational support provided by UNDP and Technical Advisers through close job mentoring and M&E capacity development.

The project interventions are designed to pursue strategic initiatives to strengthen the ability of selected justice, security and human rights/oversight institutions to provide effective and accountable public service delivery in the justice, security and human rights sector, as well as to improve human rights awareness and access of communities, particularly women and other vulnerable groups, to available justice and human rights protection mechanisms including at the local level.

The project is expected to contribute to the achievement of the following overall outcomes:

²⁸ Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development - A UNDP Global Programme for Justice, Security and Human Rights 1 July 2016 – 30 June 2020

²⁹ The Rule of Law and Transitional Justice in Conflict and Post-Conflict Societies, United Nations Security Council, 2011 (¶15, pg. 6; S/2011/634); <http://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/ROL%20S2011%20634.pdf>

Outcome: Justice and security sector delivery systems improved in compliance with international human rights principles

The UNDAF Road Map was jointly written by the UN Country Team (UNCT) and the Ministry of Finance and Economic Development (MoFED).

In addition, at the **CPD outcome level** it is also foreseen to contribute to:

- 4.1 Targeted state institutions and constitutional bodies are able to provide effective justice and security services in an accountable manner at national and local levels.
- 4.2 State institutions and CSOs including women's organizations and networks are better enabled to provide justice services for women including on GBV, family, inheritance, land and property issues.
- 4.3 Security sector institutions are engaged to strengthen oversight and accountability mechanisms.

The project is designed around achieving the following three (3) outputs:

Output 1: Justice and Security Sector Coordination and data management enhanced for inclusive, accountable and evidence-based policy and law making

As stressed above the implementing partners (the justice and security sector institutions) and CSOs working in the sector have constraints in collecting, analysing and managing data and building a results-based management system that focuses on systemic changes, outcomes, learning and ensuring transformative changes. The lack of solid M&E frameworks across the board, information sharing and coordination affect detailed diagnostic work, policy and law-making reform processes. The project will therefore focus specifically on enhancing data collection/data management, further rolling-out the Justice App to include the LoD and the SLCS as well strengthening the HRCSL CMS, annual reporting and regular monitoring of the state of human rights.

The support will strengthen the institutions' M&E systems to be able to measure performances, transformative and behavioral change, analyse trends and patterns in human rights violations and reform policies and legislation. The Project will therefore strengthen the M&E function providing close support to all institutions and partners on data management, quantitative and qualitative reporting/research to measure progress against disbursements and learning vis-à-vis the Theory of Change (ToC). The new design will also ensure that innovative ToC tools and impact studies/surveys are integrated throughout the project to measure the much needed testimonies on lives changed, transformative and behavioral changes within the sectors.

Output 2: Improved access to justice and security for rights holders' including women and vulnerable groups

The goal of output 2 is to strengthen the capacity of rights holders, including women and vulnerable groups, to understand their rights and human rights protection mechanisms, access available legal aid services and claim their rights through awareness raising, legal and human rights education as well as increased access to justice (informal and formal justice systems). With a view to support the

³⁰ Both the UNDAF and the UNDP Country Programme Document has been extended to 2019 due to the 18 month Ebola crisis impacting the achievement of outputs as the programmatic focus was shifted to fully respond and halt the crisis.

implementation of the Legal Aid Act, the project will work at institutional level to support the Legal Aid Board (LAB), the key legal aid entity in partnership with relevant stakeholders including HRCSL, JSCO and CSOs. The Project interventions will initially map legal aid / ADR partners for establishing agreements/MoUs in the delivery of legal aid services in the chiefdoms and to enhance legal protection of women and other vulnerable groups.

A curriculum, training manual and code of conduct for legal aid and ADR providers will be developed to improve legal aid service delivery and mainstream legal aid / ADR services provided by NGOs, including on criminal and civil matters. The project will provide technical and financial assistance to CSOs, Bar Association and women legal aid providers, to carry out strategic initiatives to increase access to justice for women, youth/children in conflict with the law, detainees and other vulnerable groups, including providing legal assistance and representation in courts. This will also include conducting a study on access to formal and informal justice and assessing the capacity of the duty bearers (incl. local courts and customary judicial mechanisms) and right holders. Through this study the project will understand if customary informal or semi-formal systems abide by human rights standards and how such systems deal with cases of domestic violence, FGM, SGBV, land and family disputes. This will map potential discriminatory practices and inform further targeted interventions.

There are numerous benefits of supporting the implementation of the Legal Aid Act, including: i) it is expected to enhance access to justice and reduce legal aid costs for the poor and marginalised, ii) it will increase LAB and legal aid providers oversight of inmates plights in correctional centres and pre-trial detention facilities, iii) it will reduce prison overcrowding, iv) it may contribute to reducing the judiciary case backlog and may also reduce the perceived or actual corrupt practices within the court systems, v) it will most likely increase people's trust in the justice sector system vi) it will contribute to preventing conflicts including land disputes and other conflicts in a volatile election period which could potentially lead to public unrest or violence and finally vii) criminal preventive measures, ADR and engaging paralegals (in civil cases, family disputes, land disputes) are more cost-effective than investing solely in a costly and labour intensive formal court system which are in-accessible financially and geographically for the majority of the rural and poor population.

The project will also focus on ensuring that the public and those most vulnerable in the justice system are aware of the new Bail Regulations, and when the revised Criminal Procedure Act and Sentencing Regulations are passed into law also work to support that these are popularized and that people are empowered to claim their rights. Civil society will be engaged through competitive calls for proposals to monitor and collect data documenting the performance of the judiciary, the correctional service and justice institutions in terms of their compliance and implementation of these new instruments and correctional reforms.

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

The Peacebuilding Commission recommendations of 2012 stressed the importance of ensuring access to justice, addressing corruption, investing in SLP, and ensuring establishment of the IPCB.

During the course of the November 2012 elections the SLP reported to UNPOL that the lack of an asset management system was hampering organizational effectiveness. The lack of institutional capacity across the justice and security sector and oversight mechanisms is a major factor inhibiting development and peace consolidation particularly in light of elections. The project will strengthen the persistent capacity deficits across the justice system, including the SLP, Judiciary, MoJ/LOD and SLCS that are impacting public trust in the system.

The 2016 evaluations *inter alia* found that UNDP's *institutional building* to the justice and security sector institutions in Sierra Leone proved particularly strong vis-à-vis its technical assistance. For example, the *continuity* of Standing Police Capacity (SPC), and inputs from African Policing Civilian Oversight Forum (APCOF) provided invaluable technical assistance and established a very *close dialogue* in particular with the SLP and the IPCB. Relations developed between the US Federal Courts and the judiciary and south-south cooperation with the Judiciary in Ghana also helped to support key reforms on bail and sentencing

and have the potential to inculcate wider reforms in the sector going forward. Technical support and mentorship extended to the HRCSL as well helped to strengthen the outputs of the Commission under funded projects and deliver on their human rights mandate in general.

This project will therefore build further on this design to ensure close technical assistance (TA) 'mentorship' in its further operationalization of the institutions. South-south partnerships have also proved to be effective and are built into the design.

In order to achieve the planned outputs and in line with the proposed approach of the UNDP Sierra Leone Democratic Governance Programme, the project will apply the following **guiding principles**:

2.1 Strong national and inclusive ownership

The Project is designed to support the implementation of Sierra Leone's AfP which runs up to 2018 and its commitment towards the Sustainable Development Goals, in particular SDG 16 and SDG 5. The Project will make sure that an inclusive meaningful process which involves both inter-state coordination/dialogue and a close dialogue/coordination between the GoSL and non-state actors (in particular CSOs / CBOs) in identifying priorities and developing national strategies are followed from the inception phase until the end of the intervention. National perspectives will be reflected throughout the implementation and activities will be linked to the AfP (2013-2018) and the follow up national development plans, policies and regulations of the justice and human rights sector, such as the JSRSIP III. The Project will to a large extent rely on national expertise (even though international expertise will continue to be engaged at a declining rate to mentor and coach nationals) and capacities for the implementation of the interventions so that Sierra Leone stakeholders are empowered to take charge of their own development and can support more sustainability in the sector.

2.2 Partnership between the GoSL and CSOs

As mentioned under 1.6 partnership with civil society will be a critical cross-cutting issue across the three outputs. JSCO as the lead coordinating entity as well as the LAB recognise the critical importance of having a strong partnership with CSOs with regard to awareness raising, providing legal aid services, counselling, in legal and human rights and policy advocacy and in empowering right holders through awareness raising. All the implementing partner state institutions and CSOs were therefore invited to take part in the joint GoSL / CSO theory of change formulation exercise and throughout the scoping and formulation phase. Platforms for civic engagement will be continuously built to better support public participation in national decision-making processes and contribute to shape debate and policy on justice and human rights issues and ultimately inform and guide policy-making at the central level. Increasing reporting, monitoring and advocacy for change at every level will ensure that information generated through this work feeds into national level policy formulation, particularly in the criminal justice and human rights sector. Such bottom-up reporting enhancements will work in tandem with increased top-down monitoring to increase both the demand for and supply of accountable and responsive justice and human rights services.

2.3 Human Rights, Human Rights Based Approach (HRBA), gender justice and cross cutting issues

The project is designed to incorporate the core human rights standards and principles in its ToC, intervention logic, monitoring and evaluation. Lessons from the previous phase and the SSR Evaluation found that a better representation and inclusion of rights holders in the design are much needed to strengthen the relationship between the State and its citizens, to increase trust and to reduce the risk of instability and re-occurrence of conflict. It also implies the need for a particular focus on women and youth (during the elections as a potential conflict trigger) and ensuring that no minority groups are left out in the design.

2.3.1 The UPR process

In 2016, Sierra Leone underwent its second cycle of the Universal Periodic Review (UPR) process, and accepted 177 out of 208 recommendations made. Despite ratification of most international and regional

HR instruments, the challenge is the low level of implementation in practice. UNDP's support will thus focus on strengthening institutions and oversight structures within both government and civil society, especially targeting women's rights, access to justice, peace and stability.

2.3.2 HRBA

The project design applies a HRBA lens, which essentially means that human rights standards and human rights principles, such as participation and empowerment, non-discrimination and equality, accountability and the rule of law are integrated into the intervention logic, and the monitoring and evaluation strategy. The UPR 2016 2nd cycle recommendations thus inform the ToC and results framework and highlights human rights progress and gaps including around GBV and weak justice institutions. The project will therefore target relevant MDA institutions, ensure that these are capacitated to apply a human rights-based approach and ensure that human rights indicators are reflected into project components baselines and the institutions/CSO's M&E systems. Training, awareness raising and M&E interventions on how to better monitor human rights compliance with reference to the UPR recommendations as well as other human rights body recommendations are therefore included in the design. Right holders including marginalised communities and minority groups should be meaningfully engaged through e.g. SLP / LPPB community policing and LAB, HRCSL and/or CSO awareness raising on access to justice and other rights and on how to claim these and hold duty bearers accountable to *fulfill* their duties. Through a human rights-based approach, the project will strengthen the focus on addressing the root causes of human rights violations, such as the cultural barriers and practices for example with regard to Female Genital Mutilation (FGM) and GBV.

The human rights based approach will require assessing the gap between gender equality and women's/girls' rights under the law. M&E here will be a powerful tool for creating a culture of accountability and measuring the realization of human rights. Moreover, targeted empowerment of duty bearers and rights holders, including men, religious leaders and youth as part of a prevention strategy may also be effective to address challenges such as GBV or domestic violence. The Project is therefore also guided by the One UN approach to women's rights, women's access to justice and protection of vulnerable groups.

2.3.3 *Gender justice / One UN approach to women's rights, women access to justice and protection of vulnerable groups*

UNDP's approach to security, access to justice, human rights and women's rights intends to address the country's national priorities in the sector in a coherent, holistic and effective manner by ensuring synergies, strong cooperation and coordination, including joint intervention with UN partners, notably UNWOMEN, UNICEF and OHCHR, building on the comparative advantage of each agency to maximize development impact. The intervention will support efforts to mainstream gender equality and gender empowerment through interventions aimed at contributing to addressing gender discriminations and marginalization within the Sierra Leone specific context. In supporting gender justice, the project will strive to strengthen women's access to justice through targeted interventions to address domestic and sexual violence with a key focus on supporting victims to access redress. The project will target victims from poor and vulnerable families from remote and hard-to-reach communities. This will be ensured through the assistance of NGOs and CBOs working directly in targeted communities. Because legal representation and assistance from the LAB mainly focuses on defendants, the project will develop mechanisms for NGOs to enlist the services of legal practitioners in their respective districts to support vulnerable victims and their families in the process of accessing justice. This will increase the chances of securing convictions and rendering justice in SGBV matters. Gender empowerment and awareness raising on women's property, land rights and other civil rights will be ensured through heightened advocacy and awareness raising on women's rights and support to women on matters around divorce, inheritance, land and property rights. This will be achieved through targeted litigation with legal practitioners selected by NGOs to address issues identified during their advocacy and awareness raising outreach campaigns. Support to civil litigation on women's rights could lead to additional steps in legislative review especially in relation to the Devolution of Estates Act, 2007 and the Registration of Customary and Divorce Act, 2009 in relation to property rights as well as the Child

Rights Act, 2005 and the Sexual Offences Act, 2012 in relation to the age of sexual consent. This would contribute to addressing the inconsistencies within existing legislation.

2.3.4 Cross cutting issues

Gender equality, youth and minority groups (e.g. persons living with and affected by HIV/AIDS, persons with disabilities, Ebola survivors) as well as other CCI related to environment and climate change will be considered and included in the intervention logic when relevant. This is part of the HRBA design ensuring non-discrimination and equality and participation and aligned with the SDG principle of “leaving no one behind”. Inclusion of women and youth in community policing are important to enhance trust towards the SLP and it is critical to ensure engagement of these.³¹

2.4 Introducing an area-based programming approach as part of community outreach

Though the project places a strong focus on institutional policy changes at central and national level, the intervention will also provide targeted integrated support across the whole criminal justice chain to test innovative and low cost/no cost initiatives for improving the administration of criminal justice processes in selected areas and will support an environment where incentives for reform are realised – based on practical experience from selected pilot regions. It is expected that successfully demonstrated innovations and lessons learned from these areas will inform policy and actions at the national level for further scale-up and/or institutionalization of initiatives to improve performance and protecting rights in the criminal justice arena. The project will promote a more systematic use of information, data and analysis as evidence to inform policy making and management and enhance transparency and public understanding of the work and results of the justice sector. Geographical areas for area-based work will be decided by the Project Board.

2.5 Use of Technical Advice (TA), twinning and South-South cooperation

The project will leverage the Global Focal Point Arrangement: since 2014 UNDP has benefited from DPKO expertise with experts deployed from the SPC to provide technical advice on accountability, community policing and gender. The SSR Evaluation found that the technical assistance provided by SPC advisors ensured *continuity* during the Ebola crisis and in general established a very fruitful close dialogue between UNDP partners, such as SLP and IPCB. However, the evaluation also found that longer deployments above 6 months would enhance the effectiveness and efficiency of the technical assistance. Technical assistance, twinning and South-South cooperation facilitated by APCOF was also deemed particularly relevant for IPCB and serves as an important lesson for the new Project. DPKO's Standing Justice and Corrections Capacity (SJCS) will also be utilised to provide TA support.

2. Theory of change and assumptions

Based on the situational analysis and development challenges presented above, the following *Theory of Change (ToC)* has been developed:

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

This overall *ToC* is based on several external and internal assumptions, such as contextual conditions or behaviour of people which may be out of the control of most partners; nevertheless, vital in order for the Project to be successful. To ensure a strong local ownership of the *ToC*, an in-depth consultative scoping process with the GoSL, CSOs, numerous stakeholders and key experts were held during the scoping phase (including a *ToC* workshop) to discuss strategic visions, problems, solutions, sound assumptions and future contextual, institutional and programmatic risks (see also Annex 6: *ToC* and Problem tree).

³¹ UN Country Office Sierra Leone, situational analysis, November 2016.

Key assumptions identified include:

- Strong Board leadership to monitor ToC and sustainability
- Strong partner ownership of the ToC (incl. by the GoSL)
- GoSL and institutional political will to ensure meaningful inclusion of right holders and oversight of justice and security institutions in compliance with human rights incl. during election period
- Peace and stability through the Project cycle and smooth transfer of power following the elections
- Continuity / status quo of GoSL AfP commitment to fund key justice, security and human rights institutions (including critical funding to LAB, SLP, HRCSL)
- Retention of staff and institutional capacity to manage funds
- Empowered citizens incl. vulnerable groups (rights holders and their representatives: CSOs/CBOs/LPPBs etc.) will contribute to changing the underlying mistrust in justice and security institutions when provided legal aid and given opportunities to participate actively in conflict resolution, ADR, community policing with institutions etc.
- GoSL, judiciary and institutions will prefer applying transparent, inclusive and participatory processes when capable
- GoSL support to oversight institutions
- Better coordination and working relationship between GoSL and CSOs

III. RESULTS AND PARTNERSHIPS

Expected Results

The Project will contribute to the achievement of the **UNDAF 2015-2019, PRSP Pillar 7: Governance and Public Sector Reform and Country Programme Document for 2015 – 2019 outcome: Justice and security sector delivery systems improved in compliance with international human rights principles**

And at the **CPD outcome level** it will contribute to:

- 4.1 Targeted state institutions and constitutional bodies are able to provide effective justice and security services in an accountable manner at national and local levels.
- 4.2 State institutions and CSOs including women's organizations and networks are better enabled to provide justice services for women including on GBV, family, inheritance, land and property issues.
- 4.3 Security sector institutions are engaged to strengthen oversight and accountability mechanisms.

Under this framework, the following outputs and activities have been defined for this project:

Output 1: Justice and Security Sector Coordination and data management enhanced for inclusive, accountable and evidence-based policy and law making

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

The project will provide technical assistance to selected justice and security institutions, including JSCO, to improve their institutional capacity in M&E, data generation, collection and analysis. Data produced which will be disaggregated by gender, age, and in line with other vulnerability-related indicators, will inform better results-based planning and policy making in the justice sector, including the criminal justice system, and will facilitate mainstreaming of a gender and vulnerability perspective into policies, laws, procedures, and practices. A baseline assessment on the criminal justice sector will be conducted to support further evidence-based strategic initiatives, identify barriers to accessing justice in the criminal justice sector and make recommendations for reform.

Following the elections in March 2018, and the new government constituting itself, the 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 1.2 Strengthen coordination and inclusive participation in justice and security sector policies development

The project will provide support to the JSCO secretariat to strengthen its coordination functions with justice and security sector institutions, CSOs, development partners and to use data to drive key policy and legislative reform processes and agendas (i.e. prison overcrowding, case backlogs, women and children in conflict with the law, corruption etc.). It will also support JSCO in the development of guidelines and tools to ensure effective coordination and inclusive work relations and that information are shared between justice/sector institutions and CSOs.

Output 2: Improved access to justice and security for rights holders' incl. women and vulnerable groups

Activity Result 2.1 Develop and implement partnership agreements with legal aid providers to enhance legal protection of women and other vulnerable groups

From the inception, and in a bid to comprehensively address legal aid needs of the people of Sierra Leone, the Project will undertake a survey on mapping partners with the LAB to be able to establish decentralized agreements/MoUs on legal aid services in the provinces, districts and chiefdoms. Following this survey the LAB will be able to design MoUs with key partners, Bar Association, SLCS, Local Courts, Legal aid agencies, SLP, universities and CSOs. The Project will also contribute to a transformative change of the legal aid architecture in Sierra Leone through standardisation of legal aid provision and development of a legal aid curriculum and training manual and Code of Conduct for legal aid provision and ADR. Finally, the support will also enable LAB and CSOs and other key actors to sensitize traditional leaders and local courts in legal aid and human rights in two pilot districts and address malpractices.

Activity Result 2.2 Strengthen ADR for increased delivery of legal aid services to vulnerable groups

To fully understand access to justice as data is currently inaccurate, it is necessary to support a baseline and in-depth research during the first six (6) months of the project to fully assess people's access to justice (formal/informal) and access to ADR. The study should also assess the knowledge and capacities of duty bearers (formal/informal justice systems, e.g. formal courts, LCs, paralegal and legal practitioners' capacities) to respect and fulfil their duties according to human rights commitments and right holders knowledge and ability to claim their rights and where to address their claims. Following this study, the Project will support LAB, CSOs and legal aid/ADR providers in the provision of legal representation and ADR

services to targeted marginalized groups incl. women, children, widows, inmates and detainees in police cells. To avoid cases materialising into criminal cases, the Project will support early resolution of legal aid problems through criminal preventive measures, providing legal advice, advocacy and dispute resolution mechanisms.

Activity Result 2.3 Strengthen the protection of the rights of women, children and juvenile justice

The project will address women's rights and juvenile justice through providing support to LAB, SLCS, CSOs (including women lawyers association) to sensitize right holders and duty bearers and provide legal services for domestic and sexually abused women and girls, legal counselling and paralegal services. Support will be around sensitization of rights holders and duty bearers (FSU, IPs, informal and customary systems) and also include training of paralegals, legal practitioners, investigators and FSUs in prosecuting rape and VaW and ensuring perpetrators being held accountable. The support will target both districts and remote and under-served communities in selected pilot areas.

Activity Result 2.4 Awareness raising for marginalised groups about their rights, procedures and support to demand their legal entitlements and hold duty bearers accountable.

The project will support specific empowerment of rights holders' incl. women, GBV victims, youth, persons with disabilities, Ebola survivors, school going pupils/students and other minority groups to enable the most marginalised to claim their rights. This support will ensure targeted awareness raising and a broad out-reach and dissemination of legal aid materials in different languages through radio debates/spot-messages, schools, work place, church, mosque, sports, music, dance, theatre, market places) undertaken by LPPBs, FSU, LCUs and CSOs around GBV incl. domestic violence, FGM and child marriage (targeting men, youth, religious / community leaders to address cultural barriers, violence and potential perpetrators). Meaningful participation of women, men and youth is essential to gain trust in justice and security delivery and ensure peaceful co-existence.

Activity Result 2.5. Support to the Local Police Partnerships Boards including capacity development and outreach to build trust between SLP and communities

An organisational capacity assessment of LPPBs in two pilot districts will assess the formation and representation of women, youth and minority groups within the LPPBs. The findings and recommendations of this assessment will then be implemented and inform an approach to ensure women and youth representation in LPPBs. This is key and follows up on a recent DIIS study which evidenced the LPPBs potential role in community policing including in crime prevention through ADR/mediation and conflict resolution. In addition to standardise and build the capacity of LPPBs it will be important to continue strengthening the FSU, SLP Local Command Units (LCUs) on best practices regarding addressing conflicts including family disputes, land issues and GBV (these should target youth and women).

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, these will focus on civic education and innovative actions for collecting data and monitoring application of new laws and instruments, focusing on the judiciary's continued implementation and compliance with the new bail and sentencing instruments, as well as raising 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. Equally, the interventions will also concentrate on supporting the HRCSL to monitor the human rights situation in: the country, detention facilities, business entities and social services. Strengthening advocacy forums on human rights issues and human rights education outreach programmes.

Output 3: Strengthened justice and security sector institutions to deliver effective services closer to the people and in compliance with human rights standards

Activity Result 3.1 Improved capacity of the Ministry of Justice (MoJ) to systematize approaches, accessibility and strengthen institutional capacities to law making processes, to coordinate, monitor and report on human rights periodic reports and international, regional, national human rights commitments

The project will support the MoJ to implement the justice chain link case management system – the Justice APP for the Law Officers’ Department and pilot a viable CMS for selected departments within the Ministry to enable them track internal tasks as well as their interface with other MDAs. Support to the MOJ will assist them to review, assess and improve weaknesses in all administrative processes (including oversight and safeguard systems) related to all steps in the law and regulation making process. This will include clearly defining the roles/functional accountabilities of agencies/officials at all steps in the process; conducting proper impact and costing assessments; ensuring overall consistency and coherence of the national legal framework; ensure compliance with national and international human rights obligations; and ensuring transparency and effective oversight in all steps of the process through to promulgation, printing, publication and dissemination and engagement of all MDAs that form part of the law making process in Sierra Leone. Processes will be accompanied with capacity strengthening of institutions involved in the law-making process including the MOJ/LOD, Law Reform Commission, Parliament, Cabinet and judiciary with online research capacity, development of sustainable training courses etc. The MoJ will be supported to improve on the access to laws through revision and consolidation. The programme will in addition support the AG/MOJ to organize interactions and coordination meetings on the response and implementation of UPR and other periodic human rights reports. This will include supporting the working relations and validations between the AG/MoJ, the MOFAIC JSCO and HRCSL. Following close coordination and institutional building, in 2019 the Project will be ready to support the AG/MoJ, MOFAIC, JSCO and HRCSL in developing a National Human Rights Action Plan and human rights manual. The Project will increase public understanding of the law-making process with the aim to enhance public participation and ownership of the drafted and revised national laws.

Activity Result 3.2 Improved capacity, effectiveness and efficiency of the HRCSL to ensure that the GoSL promote, protect and fulfil human rights and rights holders understand and are able to claim their rights across including in rural and remote areas

To enhance HRCSL’s capacity, effectiveness and efficiency it is first of all crucial to follow up on the implementation of the 2015 Organisational Capacity Assessment and explore deployment of more staff currently based in Freetown to the field as well as key capacity development activities. OHCHR of course have a critical role to play in this regard and UNDP will work closely with the Human Rights Advisor in the RC’s office in the implementation of activities with the HRC. UNDP will support this. Secondly, the project should as part of the inception phase (during the first 6 months of 2017) support an in-depth training seminar on HRBA/Gender M&E seminar for HRCSL new commissioners, HRCSL human rights complaints/technical/programme staff key IPs and CSOs. UNDP TA staff and a Consultant (trainer) will assist in the selection of participants to ensure that the appropriate staff will attend. The purpose of this training seminar will be to strengthen the IPs / CSOs HRBA and Gender M&E capacity and integrate HRBA into their M&E systems and design follow up plans for each institution including the HRCSL and JSCO to ensure transfer for knowledge and systemic change. There is a need to continue to further operationalize the HRCSL to ensure that they exercise their mandate effectively and efficiently including in rural areas (incl. investigating complaints, monitoring and reporting issues of human rights concern, ensuring JSCO / HRCSL inspections to prisons, police stations and corrections centres). This will be facilitated through UNDP’s Rule of Law and Human Rights IUNV staff who will be physically based at the HRCSL to closely mentor the staff and monitor progress at output and outcome level. The UNDP MEL (Monitoring, Evaluation & Learning) team will also support the HRCSL to set up an M&E unit to ensure that overall data collection, management, coordination with MoJ/JSCO/SLCS and other key actors, human rights monitoring, reporting and budgeting, execution, M&E and learning are improved (e.g. support to set- up an M&E unit at HRCSL, measure targets, progress and put in place staff performance indicators).

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/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.³²

Continued support to the new Judicial and Legal Training Institute 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 the main law courts building in Freetown, and in selected pilot areas including Bo, Kenema and Makeni to ensure for better tracking of the criminal cases through the judicial system and will be a key tool for the Chief Justice and Senior Judges to monitor the application of the bail and sentencing instruments and practices. 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 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 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 are still a new intervention, but the judiciary has 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 that 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. Provision of support to Mobile Courts (High Courts) and to the judiciary's public relations office to increase transparency and trust in the institution

A 2014 evaluation of UNDP's support to mobile courts in Sierra Leone, Somalia and DRC found that the use of mobile courts has been an important element of conflict management and has fostered positive changes in the population including facilitating access to justice, reducing conflict in communities and reducing the burden of travelling to Courts.³³ In addition in Sierra Leone, where certain regions have not benefited from a permanent staffing presence in the Courts, it has played an important role in reducing the backlog and

³² The Bail Regulations were approved by the Rules of the Court Committee in May 2017 and are pending submission to the Parliament by the AG/MoJ in November 2017 to be laid as a constitutional instrument under the revised CPA 2017.

³³ <http://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/evaluation-of-undp-s-support-to-mobile-courts-in-drc--sierra-leo.html>

remand population. In consultation with the judiciary, UNDP will support reactivation of mobile courts (High Courts) in 2-3 pilot locations, possibly Moyamba and Kono as these do not have resident High Courts. This is also consistent with the area based approach reflected across the project.

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. This will also serve as a tool to demystify myths. 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 3.6 Institutional building of SLP to i) strengthen Community Policing and enhance people's trust in policing, ii) Enhance SLP gender and HR policies on gender mainstreaming and response to GBV and iii) Enhance police internal oversight through support to SLP Cooperate Affairs (CDIID, HR and Asset management)

To strengthen the rule of law, it is absolutely critical to engage with the SLP. Future support will be more focused. To strengthen the M&E systems through support to implementation of the SMART data collection system that has been implemented in CAR, Haiti and Liberia with good results allowing the Police qualitative and quantitative data for improvement of Operations, financial management and establish a close relationship, the TA support should be placed at the SLP. Training of staff will be planned to ensure only staff in appropriate positions receive support. Training will utilise Training of Trainer (ToT) methodology to ensure sustainability. Activities under this activity result will be closely coordinated with ISAT and ONS. The Project will also explore how to strengthen community structures, which are sustainable and to enhance LPPBs by cascading training to policing communities and chiefdoms. Support to HR and Gender Directorate in its strategies to enhance recruitment, retention and promotion of SLP female officers in mid- and high-ranking positions will also be critical as will the focus on GBV, VAW and work of the FSUs. As highlighted in the SSR Evaluation from 2016, the previous SSR Project benefited greatly from partnership from the UN SPC from technical expertise on community and rights based policing, gender and from experts on organisational change within policing. The new Project will continue this partnership, build on the lessons learned and also continue a close partnership with ISAT to ensure coherence and avoid overlaps.

Activity Result 3.7 and Activity Result 3.8. Institutional capacity of correctional facilities is improved in accordance with international human rights & standards and 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 work towards self-sufficiency of the facilities in terms of food and furniture, training of prison staff on the Mandela Rules, carrying out human rights audits of pilot facilities through trained staff and monitoring improvements, further enabling legislative reforms through the revision of the current Correctional Act and drafting of new prison rules and improvements in the health and welfare of inmates.

In 2018-2019, the SLCS will be supported in further following-up on the implementation of the revised correctional legal framework and the National Human Rights Action Plans developed in 2017 and engaging the line Ministry (MIA) and the Correctional Council in discussions and concrete actions towards the full realisation of these action plans as well as funding support to the SLCS in 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 to human rights audits and compliance with action plans

and standards as well as 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 support the SLCS in transforming from a punitive to a rehabilitative correctional model institution.

Activity Result 3.9 Strengthened capacity and operationalization of IPCB to enhance its effectiveness, efficiency and impact including in rural areas

The Project will support the IPCB in its further operationalisation. This will include developing and implementing a CMS based on the needs and suitability assessment already undertaken in 2015, ongoing capacity development and enhancing the cooperation between IPCB and other oversight bodies and ensure that the roles and responsibilities are clear to avoid possible overlaps. There will be a focus on capacity building of both staff members as well as Board Members on key aspects of their mandate including investigation of complaints and police conduct as well as support to conduct public hearings/enquiries on key policing issues. In particular, the Project aims to enhance IPCB credibility, outreach and independence to ensure that people gain more trust in the police. The project will also support activities which enhance IPCB's partnership and relations with the SLP as well as with other oversight institutions. To that end UNDP will support advocating for approval and implementation of MOU's which have been developed for Police and other oversight institutions working on policing. As mentioned above, the partnership with DfID & ISAT will continue to be important as will the technical support provided by the SPC who have to date played a critical role in the development of the IPCB. Another important partnership which has developed has been with the African Police Civilian Oversight Forum (APCOF). They have supported the IPCB since it has been operational with SOP's, training and linkage to other police oversight bodies in Africa. Going forward, the project will continue supporting this close partnership between APCOF and IPBC as this was instrumental for the progress made by IPCB.

Resources required to achieve the expected results

The project will recruit a team of permanent staff (international and national), who will ensure continuous dialogue and close collaboration between UNDP and the IPs with the corresponding added support in the development and strengthening of M&E structures. The strengthening of M&E structures will contribute to improving transparency and accountability in partners' internal processes with the corresponding benefit of improved delivery. The Project has also streamlined and strengthened the internal Project M&E function to ensure better data collection, data management, review of progress, ToC and envisaged outputs and outcomes and systemic changes at institutional level. The Project staff will be key to ensure that the proper technical expertise is provided to IPs and maintaining the trusted relationship that UNDP has built with JSCO and other stakeholders including civil society. IPs will also appoint and retain staff, including project coordinators and financial and administrative officers, to support implementation and supervision of project activities. UNDP international staff will work closely with IP staff to transfer knowledge and skills through mentoring and coaching. JSCO will appoint dedicated staff to support overall supervision, coordination and implementation, including a national coordinator and a finance officer. An agreement will be signed with the IPs to ensure that recruited and trained staff are retained on job for a reasonable and agreed period of time in order to maintain sustainability of Project initiatives. UNDP will engage with senior leadership within the IPs to ensure any rotation of project staff is communicated upfront and a mechanism is put in place to ensure immediate staff replacement. To strengthen the overall accountability, M&E and Learning (MEL), the Project will draw upon consultancy services including national research institutes, universities such as University of Makeni, and international short-term consultants with specialised expertise in relevant areas of justice, human rights and HRBA, gender, organisational capacity development and M&E, to deliver ad hoc technical advice and carry out specific interventions as required by the resource and results framework and the annual work-plans. This includes for example assistance on establishing baselines during the first 6 months of the Project, undertaking organisation capacity assessments, delivering HRBA, gender and M&E tailored training seminars, conducting studies including on access to justice, impact assessments, mid-term reviews and research when needed.

Interventions will also draw upon expertise from UNDP, particularly the Regional Service Centre for Africa, based in Addis Ababa, Ethiopia; the Regional Bureau for Africa (RBA); the SPC but also from other UN agencies in Sierra Leone (i.e. – OHCHR, UNICEF, UN Women, UNFPA, UNODC, IOM) and outside Sierra Leone (staff on detailed assignments) to provide specific support for various activities and outputs, as well as carry out a number of initiatives jointly with them under the Delivery as One (DaO) framework.

The project is a capacity development initiative. However, it may provide basic equipment, including ICT, when deemed necessary to support implementation of activities and to ensure sustainability of the intervention.

Partnerships and pathways

The establishment of multi-stakeholder partnerships will be a strategic *modus operandi* throughout the implementation of the project. The key implementing partners are the justice, security and human rights institutions with which the project was formally devised and agreed, MoJ/LOD, MIA, JSCO, SLP, Judiciary, SLCS, HRCSL and IPCB. These GoSL institutions have clear mandates and play a critical role to improve access to justice, maintain security and strengthen oversight and the human rights protection framework of the country. Overall the GoSL has a duty to respect, protect and fulfil the human rights of citizens. This includes providing legal aid to the most marginalised who are unable to afford legal aid services. More specifically, JSCO is responsible for coordinating justice sector reform and inform the MoJ/LOD who in turn is the key entity responsible for law reforms and formulating justice policies and legislation in compliance with the GoSL national, regional and international human rights standards. The JSCO also has a key role to ensure that CSOs are include in coordination at both national and local level and that they represent the population and ensure that no minorities are left outside. LAB is responsible for strengthening the legal aid system and ensuring that those who are unable to afford legal aid are provided advice and representation whereas the judiciary shall ensure equality before the law. The MOFAIC is responsible for the national human rights coordination and reporting mechanism including on the UPR, in coordination with other MDAs such as the AG/MoJ, whereas HRCSL has the mandate to promote and protect human rights as an independent national human rights institution and investigate and report wrong practice. The SLP mandate and vision is to enhance access to criminal justice, security and stability whereas the IPCB (together with CDIID and a number of other oversight mechanisms) provides oversight within the SLP. IPCB has a key role to play in enhancing people's knowledge and trust in the police through outreach information and sensitization. As stressed in the SSR Evaluation continued support to SLCS was also considered highly relevant to reduce prison overcrowding and rehabilitation.

As described above in section 2 the Project will be guided by a number of principles including establishing coordination, strong partnerships including with CSO and Development Partners which are supporting the justice and security sector and development partners who are engaged in governance, human rights, gender quality and youth empowerment, including the European Delegation, Ireland, U.K./DFID, ISAT, US Embassy in Freetown and US/INL, Japan etc.

The Project is also expected to bolster on-going UNDP intervention and develop synergies with the other components of the Governance and Inclusive Growth as well as Energy and Environment Portfolios, particularly with regard to its focus on conflict prevention, youth empowerment and support to effective implementation of the Land Policy.

Risks and assumptions

The Project assumes that the GoSL is dedicated to improving rule of law through strengthening the justice and security sector reform, access to justice and security and human rights protection / oversight with the justice and security sector. It is also presumed that justice, security and human rights/oversight institutions are committed to establish close coordination and working relationship with each other and with CSOs. For further details on **the key assumptions**, please refer to the ToC and Assumptions section above and Annex 6. The Project will face *contextual, institutional and programmatic risks* (financial and operational) that could have an impact on the delivery of the key outputs and outcomes (in whole or in part). See the Risk Log (Annex 7) for a full and detailed overview.

Contextual risks:

The outcome and outputs of the Project and supported interventions may be affected by a range of factors within the broader justice, security and human rights policy environment. Contextual risks range from:

- Conflict and instability up to, during and after the 2018 Elections
- A new government with new policy directions
- A new Ebola outbreak or pandemic

Institutional and political risks:

- While GoSL in principle is committed to justice and security sector reform, statements from key experts indicate a lack of political and institutional will to realise human rights and ensure oversight addressing human rights (e.g. GBV, FGM, VAW, corruption);
- Lack of commitment to gender equality and focus on women's access to justice;
- Deep-rooted legal and social discrimination against women and girls;
- Breakdown of trust between GoSL and CSOs and citizens and human rights actors;
- Challenges in cooperation and coordination within justice / security / oversight/ human institutions and/or between state and public compromise results;
- Increased civic engagement and public participation is not translated into more accountable & responsive justice and human rights institutions;
- Lack of political and institutional will to realise human rights and ensure oversight;
- Limited financial and human resources allocated in justice and security sector for sustainable institutional reform;
- Limited institutional commitment to improve the legal aid framework, human rights protection and oversight mechanism, implement UPR recommendations & institutional gender responsiveness.

Programmatic risks:

- Weak IP and staff performance
- Lack of IP policy on staff promotion and retention
- Insufficient IP absorption capacity and internal disruptions
- Lack of sound partner governance systems, M&E and financial management capacity and/or internal disruptions
- Data on justice and security sector performance and indicators are not well used to monitor systems and staff performance and support law reforms and policy making
- Fiduciary Risks

Mitigation measures (contextual, institutional and programmatic) include:

- The Project Board defines Project outcomes/outputs adapted to the prevailing contextual/ environment;
- The Project Board conduct policy advocacy to address external factors impinging on Project success; The Project Board, PM and IPs will review the ToC regularly to address areas of concern to (access to justice, legal aid, lack of oversight etc.);
- The Project will address the root causes of violence, corruption including targeted change management and cultural barriers through targeted sensitization measures;
- The PM and MEL Team supports partners' policy advocacy efforts (JSCO);
- The PM supports JSCO to facilitate monthly dialogue between GoSL and CSOs
- The Project MEL team will support IPs to strengthen their M&E function and assist IPs to monitor and manage risks on a regular basis;
- The PM and TA support (incl. expert consultants) will select IP staff for capacity development / training;

- Follow up actions for staff benefiting from training will be developed to ensure retention and transfer of knowledge (transfer of staff following a training will be monitored and may have adverse consequences vis-à-vis future allocations of funds to IP);
- The PM and MEL team adheres 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;
- Pro-active follow-up of corruption complaints, suspicions, whistle-blowers etc.;
- Capacity of IPs in financial management is developed by MEL team and monitored;
- External audits are carried out and followed-up;
- The attached Risk Log (Annex 7) is reviewed and updated by the PM and MEL team as appropriate and by the Board at least on quarterly basis and included in quarterly reports;
- The Project Board will address the Project risks and follow up on relevant actions as recommended during its meetings;
- A Mid-Term Review will provide an important point for in-depth stock taking of risks and relevant actions.
- UNDP HACT assessment will identify weaknesses within IPs that will need to be strengthened.

Stakeholder engagement

Key actors and stakeholders to influence the overall ToC and the Project outcomes and outputs were identified at the outset of the scoping and project document phases. Strengthening the dialogue and coordination between justice and security institutions and donors/key actors and between justice and security sector institutions and CSOs is key for the success of the project. Only if the CSOs and end-beneficiaries are participating meaningfully and included in the project, can transparency and trust in justice and security delivery be strengthened. The Project will aim to ensure a participatory and collaborative approach between institutions and beneficiary communities and citizens. Interventions will design to also ensure feedback from beneficiaries and sector institutions to ensure closer dialogue lead to more sustainable institutions that are accountable to the people.

South-South and Triangular Cooperation (SSC/TrC)

There is great potential for the Project to engage with institutions of countries which have experience with justice sector and security sector reform and in ensuring oversight and inclusive community involvement. The Project will explore cooperation with oversight of policing and community policing through e.g. APCOF (South African based Network) and build on the solid relationship established between IPCB and APCOF during the previous SSR Project support. Similarly, the Project will explore South-South cooperation on legal aid schemes to support LAB and the judiciary to enable 'peer learning' from countries within the region, such as Ghana, which have been undertaking similar initiatives to increase access to justice through legal aid, ADR etc. In addition, the SLCS will benefit from South – South cooperation with Kenya, as they have undertaken reforms in the corrections sector in recent years and undertaken human rights audits to inform their legislative and institutional reforms.

UNDP will also explore support and partnership between the HRCSL and other NHRIs and other African National Human Rights Institutions, including the Network of African National Human Rights Institutions, to support sharing of innovative approaches and lessons learned and improve capacity on specific thematic issues, in coordination with OHCHR.

Finally, the project will explore learning opportunities in the region for supported legal aid providers, particularly women legal aid organizations and lawyers' associations.

Knowledge

The project is primarily envisioned to facilitate knowledge's transfer between the IPs, key CSOs and the public / communities at large. This includes the development of best practices, guidelines and standards for improved access to justice and security, human rights promotion and oversight in Sierra Leone.

Due to lack of availability of consistent data in the sector to inform policy making and actions, the project intends to carry out several baseline assessments, including an initial criminal justice and a legal aid baseline study in partnership with JSCO, MoJ, LAB and IPs. Further data and evidence collection will be achieved through the establishment of proper IP Case Management System (CMS). To fully understand the root causes of human rights violations, limited access to justice etc. it is necessary to conduct studies to assess the capacity of duty bearers and rights holders and challenges within the justice sector chain. The project will therefore support strategic researches detailed in the work plan. These will be conducted in close partnership with JSCO, LAB, and selected CSOs. In sum, there is a strong focus on enhancing the quality of data collection, data management and information sharing across the IPs as this data will be critical to inform justice and security sector reform.

As most of the IPs and CSOs have weak capacities, institutional building forms a key part of the intervention logic. However, capacity building may not itself lead to organisational and transformative change. To ensure transfer of knowledge the Project will enhance the MEL function through on the job mentoring and closely monitoring of progress. This will include new MEL tools, change management approaches and ways to ensure sustainability and transfer of knowledge, There is also a need to build the capacity of the IPs (and possible other duty bearers) on HRBA and gender and how to use this in their work including M&E.

To be successful, it is critical that the Project Board and the IPs own the ToC and meet regularly to discuss challenges and progress. Finally, the Project will also take stock of the progress and lessons learned through a Mid-Term Review and an end of the Project Evaluation, including lessons learned.

Sustainability and scaling up

It is recurrent in Sierra Leone for justice and security sector institutions to be over-reliant on donor funding for the implementation and support of core sector interventions and processes. This has been exacerbated in the recent years by the EVD crisis that led to a downgrade of services and reduction in activity budgets. The need is thus real and imminent to provide steady and coordinated support to justice and security sector institutions due to the challenges identified with the potential to reverse progress made in peacebuilding and good governance efforts in the sector. Nevertheless, the project will avoid supporting operational costs and will lay emphasis on justice and security sector areas with potential to build sustainable capacity. Any identified operational costs to be supported will be minimal and will contribute to the achievement of the overall desirable Project impact and reduce reliance on donor support. In a nutshell, the project will ensure that interventions lead to greater demand of accountability for justice and security service delivery by the population and by so doing will increase government commitment for action in areas of focus.

IV. PROJECT MANAGEMENT

Cost efficiency and effectiveness

The project will be executed in line with Direct Implementation Modality (DIM) with the MoJ/MIA, JSCO, Judiciary, LAB, HRCSL, SLP, SLCS and IPCB, HRCSL as Project IPs.

For the accountability and responsibility purposes, the three components of the Project are designed to be implemented by the following agencies:

- JSCO will implement Output 1 in coordination with the IPs;
- LAB and CSOs will implement Output 2, in close cooperation with other actors engaged in legal aid, ADR and preventive justice and conflict measures;
- IPs (MoJ/LOD, JSCO, Judiciary, LAB, HRCSL, SLP, SLCS, IPCB and HRCSL) will implement Output 3 in coordination with the relevant CSOs working in the human rights and oversight sector.

UNDP will be responsible for the overall implementation of the Project and ensuring that the day to day activities are implemented in accordance with the ProDoc resource and results framework and budget, as well as the work-plans and related budgets which will be developed in partnership between IPs and UNDP on annual basis.

The MoJ and Ministry of Internal Affairs (MIA) will be accountable to the Project Board and UNDP for all resources allocated to the Ministries, including the funds that MoJ and MIA will transfer to the implementing partner government institutions. In this regard, though UNDP acknowledges financial and operational autonomy of each institution, MoJ/MIA are responsible for the transfer of funds to the IPs and ensuring proper implementation of their respective activities.

The IPs will ensure that essential staff are appointed to ensure adequate project implementation, coordination and supervision, and that a focal person with liaison responsibilities is selected to represent each of the IPs whenever requested by UNDP.

MoJ/MIA and each IP will be directly responsible to the Project Board for implementation of activities and use of allocated resources.

Project management

The project will be implemented in Freetown and parts of Sierra Leone including in two (2) or more pilot districts of Sierra Leone, which will be selected in partnership with the Project Board and in response to identified holistic needs to be addressed. The UNDP Project Manager will also ensure coherence with ISAT and development partners.

The Project Management Unit led by the Project Manager (PM) will ensure reporting on the Project's outcomes and outputs before the Project Board quarterly within the first year (2017) to ensure an effective start up and that all baselines are in place, twice the second year (2018) and quarterly again in year 3 (2019) to ensure sustainability and possible smooth phase out.

In addition, the PM and the MoJ with support of JSCO shall arrange monthly ad hoc coordination mechanisms with the key partners responsible for delivering on the outputs and other relevant stakeholders including other development partners.

The PM should also ensure coordination and synergies with other UNDP and UN programmes/projects, including parliament and constitutional projects; inclusive growth, environment, and other UN Country Team projects when relevant.

Monitoring, Evaluation & Learning (MEL)

Monitoring at outcome level will be based on national annual surveys. The MEL outputs and specific activities are listed in Output 1. To the extent possible, the output indicators and activities in the RRF and Multi-Year Work Plan below are selected and aligned with the partners' own strategic plans.

The UNDP MEL team will be based at the JSCO most of the time but instrumental in capacity development of the institutions M&E systems through close mentoring and daily on the job training.

The UNDP MEL team should undertake monitoring visits to the field and the two (2) or more pilot areas every quarter to ensure project implementation is according to identified outputs and indicators in this project document.

Mid-term review and end of project evaluation

Following 18 months, or just after the election, the project should be subject to a Mid-Term Review to be undertaken by an external consultant, which should assess the achieved to date against the expected

outcome and outputs, using the project indicators and ensuring cross-cutting issues are included. An End of Project Evaluation with a broader scope also to assess sustainability and possible impact and inform future project design will equally be undertaken by an external consultant in 2019.

External audits

The project will be subject to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

V. RESULTS FRAMEWORK 2017 – 2019³⁴

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

Justice and security sector delivery systems improved in compliance with international human rights principles

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%

4c. Proportion of women subjected to physical or sexual abuse receiving victim support (medical referral, legal aid and legal awareness).

4d. Percentage of populace expressing satisfaction with quality of security provision

B:30.1% (2013) to be disaggregated;

T:45%

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

4.1.1. % of people who have access to justice support provided by targeted state institutions and constitutional bodies, disaggregated by sex B:492; T:2748 (M:1640, F:1108; S:(UNDP Access to Justice Annual Progress Report 2013); F: Annually

4.2.1. Proportion of SGBV grievances addressed within the formal justice system, disaggregated by sex B: TBD T: TBD; S:(SLP/FSU Annual Report, UNDP Access to Justice Annual Progress Report) F: Annually

4.3.1. Number of gender-responsive security sector policies and systems revised/ drafted in line with international best practice B: TBD: T: TBD; S: Citizens Perception survey of Security and Justice F: Annually

Applicable Output(s) from the UNDP Strategic Plan: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (Outcome 2, UNDP Strategic Plan 2014-2017)

³⁴ UNDP 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. (Specific, 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 understands the results of the project.

Project title and Atlas Project Number: Strengthening Rule of Law, Security and Human rights in Sierra Leone									
EXPECTED OUTPUTS	OUTPUT INDICATORS ³⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	

³⁵ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 1: Justice and Security Sector Coordination and data management enhanced for inclusive, accountable and evidence-based policy and law making	<p><i>Pre-trial Detention Population (as % of total)</i></p> <p><i># of criminal justice sector policies, plans, actions and laws informed by data analysis and public consultation inclusive of women and vulnerable groups</i></p>	<p><i>JSCO, SLP, SLCS, MOJ</i></p>	<p><i>-Lack of data on the criminal justice chain</i></p> <p><i>- Lack of easy access to data on % of people on remand in pre-trial detention and length of actual detention before trial</i></p> <p><i>-Limited coordination in the sector</i></p> <p><i>- Sector Actors do not meet regularly to discuss policy initiatives in the criminal justice sector</i></p> <p><i>- Total number of inmates is 3,600 but prison capacity is less than 1,800 people</i></p> <p><i>- 70% of prisons overcrowded: i.e. Pademba Road was built with a capacity of 324 Prisoners and holds over 1,500</i></p> <p><i>- 60% of all prisoners are in custody awaiting trial</i></p> <p><i>-Women and other vulnerable groups do not</i></p>	<p><i>-65 % of gender-sensitive policy, plans, actions and law making progress in the criminal justice sector which are informed by available evidence, public consultation and increased coordination in the sector</i></p> <p><i>-25% decrease of pre-trial detention population</i></p> <p><i>- 35% improvement in perceptions on the criminal justice sector in target districts</i></p>	<p><i>Minutes of meetings of JSCO</i></p> <p><i>Perception Surveys</i></p> <p><i>Official records of SLP, JSCO, SLCS, MOJ</i></p>
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<p><i>Activity Result 1.1 (JSCO lead)</i></p> <p><i>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</i></p>	<p>1.1.1. <i># of policies, plans, laws, actions, informed by data analysis adopted for improving the criminal justice sector</i></p> <p>1.1.2. <i>Policy discussions initiated on Criminal Procedure Act and implications for Wider Justice sector Policy</i></p> <p>1.1.3. <i># of justice sector institutions with gender, age, geographical locations, vulnerability, etc. disaggregated M&E systems in place</i></p> <p>1.1.4. <i># of IPs trained in HRBA and Gender M&E + follow up plans established</i></p> <p>1.1.5. <i>Baseline assessment(s) & capacity assessments completed and shared</i></p> <p>1.1.6. <i>National system for data collection and M&E capacity established</i></p> <p>1.1.7. <i>CMS set up</i></p>	<p><i>JSCO, SLP, SLCS, IPCB, MOJ, LOD, HRCSL</i></p>	<p><i>To be determined after baseline assessment completed</i></p> <p><i>No/limited M&E system in place</i></p> <p><i>No Electronic database (currently HRC-SL has electronic CMS)</i></p> <p><i>No progress reports disseminated on justice issues</i></p> <p><i>Limited coordinated and systematic collection of data and analysis for planning and M&E</i></p>	<p><i>Target Year 1</i></p> <ul style="list-style-type: none"> <i>- M&E system fully integrating HRBA and Gender developed for key institutions</i> <i>- 1 perception survey conducted in selected areas</i> <i>- Electronic database piloted at JSCO</i> <i>-M&E training plan completed and approved</i> <i>-CMS designed and implementation ongoing</i> <p><i>Target Year 2</i></p> <ul style="list-style-type: none"> <i>- National M&E system in place in selected justice institutions</i> <i>-Progress reports disseminated on key justice issues</i> <i>-Gender recommendations mainstreamed in policy documents and actions taken</i> <p><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></p> <p><i>- CMS operational</i></p> <p><i>Target Year 3</i></p> <ul style="list-style-type: none"> <i>-Criminal justice sector policies, laws, actions, plans, etc. adopted on criminal justice sector informed by data analysis</i> <i>-Progress reports disseminated on key justice issues</i> <i>-Gender recommendations mainstreamed in policy documents and actions taken</i> 	<p><i>Database established at JSCO and selected institutions including IPCB, CDIID & Selected Courts and Prisons</i></p> <p><i>National M&E in place for 3 institutions</i></p> <p><i>75% of policies, plans, actions and laws adopted for improving the criminal justice sector are informed by gender-sensitive data collection</i></p>	<p><i>Progress reports</i></p> <p><i>JSCO and justice institutions records</i></p> <p><i>UNDP Mid-Term Review and End of Programme Evaluation</i></p>
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<p><i>Activity Result 1.2 (JSCO/MOJ lead)</i></p> <p><i>Strengthen coordination and inclusive participation in justice and security sector policies development</i></p>	<p><i>1.2.1 # of JSCO meetings held</i></p> <p><i>1.2.2 JSCO and SLP capacities strengthened</i></p> <p><i>1.2.3 # of thematic experts' working groups established</i></p> <p><i>1.2.4 # of thematic experts' working groups meetings held</i></p> <p><i>1.2.5 # of actions taken by the JSCO and SLP annually</i></p> <p><i>1.2.6 Implementation rate of JSCO action points</i></p> <p><i>1.2.7 # pilot JSCO initiatives integrated in institutional practice and/or roll out in selected regions</i></p> <p><i>1.2.8. percentage of people released from prison as result of bail revision actions</i></p> <p><i>1.2.9. # of research conducted on criminal justice</i></p>	<p><i>JSCO, MOJ</i></p>	<p><i>No clear coordination for consultative policy development in the criminal justice sector</i></p> <p><i>No regular schedule for JSCO</i></p> <p><i>No regular schedule for thematic experts' groups meetings</i></p> <p><i>No regular follow up on action points by JSCO</i></p> <p><i>No data on remand status in prison but perception gives high numbers in re-trial detention</i></p>	<p><i>Target Year 1:</i></p> <ul style="list-style-type: none"> <i>- Quarterly meetings of justice and security sector institutions</i> <i>-thematic expert's groups established</i> <i>- SOPs and protocols for JSCO meetings developed</i> <p><i>Target Year 2:</i></p> <ul style="list-style-type: none"> <i>-Quarterly meetings of JSCO</i> <i>-3 meetings of thematic expert's groups</i> <i>-2 policy, actions or plan recommendations for improving criminal justice and/or for scale up/replication Implemented</i> <i>-Justice and Security Coordination mechanisms established in two(2) pilot areas</i> <i>- research initiated in selected key priority areas</i> <p><i>Target Year 3:</i></p> <ul style="list-style-type: none"> <i>-National Conference on Criminal Justice held</i> <i>-Quarterly meetings of JSCO</i> <i>-4 meetings of of thematic expert's groups</i> <i>-2 policy, actions or plan recommendations for improving criminal justice and the security actors performance(?) and/or for scale up/replication implemented</i> <i>- research completed and disseminated</i> <i>- Quarterly justice coordination meetings held in 2 pilot areas</i> 	<p><i>-6 policy, actions or plan recommendations for improving criminal justice and/or for scale up/replication implemented</i></p> <p><i>-JSCO meetings convened each quarter</i></p> <p><i>-JSCO thematic groups' experts convened each quarter</i></p> <p><i>-75% of policies, plans, actions and laws adopted to improve the criminal justice sector are the result of joint planning and increased coordination</i></p> <p><i>-700 inmates released from prison as a result of policy and actions taken</i></p>	<p><i>JSCO records</i></p> <p><i>Justice Sector Institutions statistics</i></p> <p><i>Minutes of meetings of JSCO</i></p> <p><i>Minutes of meetings of thematic experts' groups</i></p> <p><i>Minutes of meetings of regional coordination mechanisms</i></p> <p><i>Laws, actions and policies adopted</i></p> <p><i>SOPS and protocols developed for coordination</i></p>
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Output 2: Access to justice and security enhanced and brought closer to the people	<i>Legal aid policy guidelines developed and adopted</i>	<i>Legal Aid Board records</i>	<i>Limited number of individuals have access to legal aid services</i>		<i>Legal Aid Policy framework developed</i>	<i>Legal aid providers' records</i>
	<i>% increase in legal awareness, legal assistance and legal aid services</i>	<i>Legal aid providers' records</i>	<i>No adequate normative framework on legal aid in place for protection of women and other vulnerable groups</i>		<i>35% increase in number of prisoners assisted in selected areas</i>	<i>Legal Aid Policy</i>
	<i># of cases resolved through legal aid in prison and police stations</i>	<i>UPR</i>			<i>45% increase of women, children and other vulnerable groups represented by lawyers for criminal cases in selected areas, including in prisons</i>	<i>Legal Aid Board Data</i>
	<i># of women and children assisted with legal aid services</i>	<i>CEDAW Committee</i>	<i>Majority of people in prison have not been legally represented [no data available]</i>			<i>Legal Aid Providers records</i>
	<i># people aware of judicial reforms on bail and sentencing and case management</i>	<i>CRC Committee</i>	<i>Women and other vulnerable groups do not benefit from legal aid, particularly in criminal but as well as civil proceedings</i>		<i>At least 35% increased knowledge of legal aid service available from a baseline data in target areas</i>	<i>Perception Surveys</i>
	<i># civil cases litigated on women's and girls' rights</i>		<i>Limited public legal information and awareness campaign</i>		<i>At least 5 cases litigated and concluded on women's rights</i>	

<p><i>Activity Result 2.1 (LAB lead)</i></p> <p><i>Develop and implement partnership agreements with legal aid providers to enhance legal protection of women and other vulnerable groups</i></p>	<p><i>2.1.1. Mapping of Legal Aid Partners completed by LAB</i></p> <p><i>2.1.2. Legal Aid Curriculum completed by LAB (Support to update existing one)</i></p> <p><i>2.1.3. Code of Conduct Completed by LAB</i></p> <p><i>2.1.4. Sensitisation of traditional leaders, local courts and LPPB's on A2J, Human rights and legal aid but CSOs/NGOs</i></p> <p><i>2.1.5. MOU's designed and finalised with key partners including Bar Associations, Legal Aid Clinics, CSOs,</i></p>	<p><i>LAB, CSOs, HRCSL</i></p>	<p><i>No mapping and demarcation of present legal aid service providers</i></p> <p><i>No code of conduct in place</i></p> <p><i>Limited coordination in the legal aid sector among service providers</i></p> <p><i>Legal aid Act is approved but no normative framework on legal aid in place including policy, code of conduct etc.</i></p>	<p><i>Target Year 1:</i></p> <ul style="list-style-type: none"> <i>-Draft code of conduct for service providers</i> <i>- Mapping completed</i> <i>- legal aid curriculum revised and updated</i> <i>-Guidelines for access of legal aid providers to prisons and places of detention developed and approved</i> <i>- Sensitization materials developed and approved</i> <p><i>Target Year 2:</i></p> <ul style="list-style-type: none"> <i>-- Legal Aid Curriculum approved and accredited at Sierra Leone Tertiary Education Providers/Law Schools</i> <i>- Code of conduct for service providers approved and disseminated</i> <i>-Code of conduct approved and disseminated</i> <i>- Sensitization undertaken in Western Area and 2 pilot locations</i> <i>- Outreach undertaken of Police Stations and Prisons to ensure adherence of MOU</i> <p><i>Target Year 3:</i></p> <ul style="list-style-type: none"> <i>-Code of conduct disseminated</i> <i>- Sensitization undertaken in Western Area and 2 pilot locations</i> <i>- Outreach undertaken of Police Stations and Prisons to ensure adherence of MOU</i> 	<p><i>Code of Conduct Approved</i></p> <p><i>Mapping of Legal Aid Partners completed nationally</i></p> <p><i>Legal Aid Organisations enjoy unfettered access to Police Stations and Prisons</i></p> <p><i>Paralegal curriculum developed and accredited in relevant learning institutions</i></p>	<p><i>Legal aid code of conduct</i></p> <p><i>LAB Training curriculum and records</i></p> <p><i>LAB Mapping Report</i></p> <p><i>MOU and materials publicising it</i></p> <p><i>Minutes of Legal Aid meetings</i></p> <p><i>UNDP Mid-Term Review and End of Project Evaluation</i></p>
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<p><i>Activity Result 2.2 (LAB lead)</i> <i>Strengthen ADR for increased delivery of legal aid services to vulnerable groups</i></p>	<p><i>2.2.1. Research Study on ADR completed</i></p> <p><i>2.2.2. # of women, children and vulnerable groups cases who have received legal aid/ADR services</i></p> <p><i>2.2.3. # of inmates assisted in prison and police stations in selected areas</i></p> <p><i>2.2.4. # of inspection visits to prisons and police holding cells</i></p>	<p><i>LAB, CSO records</i></p>	<p><i>Legal aid provided through CSO's and pro-bono services in selected areas</i></p> <p><i>Uneven Access provided to legal aid practitioners who provide legal aid in prisons and police stations</i></p>	<p><i>Target Year 1:</i></p> <ul style="list-style-type: none"> - <i>Research Study on ADR initiated</i> - <i>Legal Aid Provided in selected locations including Prisons and Police Stations</i> <p><i>Target Year 2</i></p> <ul style="list-style-type: none"> - <i>Research Study completed and launched</i> - <i>Legal Aid Provided in selected locations including Prisons and Police Stations</i> <p><i>Target Year 3</i></p> <ul style="list-style-type: none"> - <i>Legal Aid Provided in selected locations including Prisons and Police Stations</i> - <i>Recommendations of ADR Study applied by LAB and through legal Aid provision</i> 	<p><i>ADR Study completed and recommendations actioned</i></p> <p><i>Legal Aid Access provided in Western Area and 2 pilot locations</i></p> <p><i>MOU applied & access to Police Stations and Prisons improved</i></p> <p><i>35% increase in number of prisoners assisted in selected areas</i></p> <p><i>45% increase of women and children represented by lawyers for criminal and civil cases in selected areas</i></p>	<p><i>ADR Study</i></p> <p><i>Progress reports on legal aid</i></p> <p><i>Records form legal aid partners</i></p> <p><i>Mid-Term Review and End of Project Evaluation</i></p>
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<p><i>Activity Result 2.3 (LAB and CSOs lead)</i></p> <p><i>Strengthen the protection of the rights of women, children and juvenile justice</i></p>	<p><i>2.3.1. . # of women, children and vulnerable groups cases who have received legal aid/ADR services</i></p> <p><i>2.3.2. % increase of number of women, children and other vulnerable groups provided with legal aid in selected areas, including prisons and police stations</i></p> <p><i>2.3.3. # of women, children and vulnerable groups receiving legal aid from women's lawyers association</i></p> <p><i>2.3.4. . # of paralegals, legal practitioners, FSU's and Police Station Commanders who have received training on prosecuting sexual offences and VaW</i></p> <p><i>2.3.5. Pre and Post Questionnaires demonstrate % increase in knowledge amongst those who have been trained</i></p>	<p><i>LAB, CSO's, FSU, UNICEF, UNFPA, UN Women</i></p> <p><i>UPR</i></p>	<p><i>Women and children do not benefit from legal aid, particularly in criminal proceedings</i></p> <p><i>Children sentenced to custodial sentences (often) in breach of approved SL Child Justice Policy</i></p> <p><i>Limited successful prosecutions of SGBV Offences (zero successful prosecutions of rape cases in 2015)</i></p>	<p><i>Target Year 1:</i></p> <p><i>-Legal Aid, ADR services and counselling provided to women and children in Western Area and 2 additional regions</i></p> <p><i>Awareness raising campaign under regular implementation</i></p> <p><i>- 3 year training programme agreed with key UN Partners, FSU, LAB and CSO's</i></p> <p><i>- Training Programme launched targeting FSU's police Station commanders and legal aid practitioners in Western Area and 2 selected regions</i></p> <p><i>Target Year 2 and 3 :</i></p> <p><i>-Awareness raising campaign under regular implementation</i></p> <p><i>- Legal Aid, ADR services and counselling provided to women and children</i></p> <p><i>Target Year 3:</i></p> <p><i>Training Programme ongoing targeting FSU's police Station commanders and legal aid practitioners</i></p>	<p><i>25% increase of women and children represented by lawyers for criminal cases in selected areas</i></p> <p><i>25% Increase in # of successful prosecutions of SGBV cases</i></p>	<p><i>Progress reports on legal aid</i></p> <p><i>Records form legal aid partners</i></p> <p><i>UNDP Mid-Term Review and End of Project Evaluation</i></p> <p><i>FSU Records , LOD records</i></p>
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<p><i>Activity Result 2.4 (LAB & HRCSL lead)</i></p> <p><i>Awareness raising of marginalised about their rights, procedures and support to demand their rights and hold duty bearers accountable</i></p>	<p><i>2.4.1. # of women, girls, and other vulnerable groups benefiting from legal and rights based information</i></p> <p><i>2.4.2. % increased of knowledge among women and other vulnerable groups assessed in selected areas</i></p>	<p><i>LAB, HRCSL, CSO's UN Women, UNICEF, UNFPA</i></p>	<p><i>Limited public information available to vulnerable groups on legal aid and rights</i></p>	<p><i>Targets year 1</i></p> <ul style="list-style-type: none"> - <i>Development and dissemination of legal awareness materials in target areas</i> - <i>Baseline undertaken on legal aid and A2J in target areas</i> <p><i>Target 2 and 3</i></p> <ul style="list-style-type: none"> - <i>Dissemination of legal awareness materials in target areas</i> 	<p><i>Awareness raising campaign developed and implemented in selected areas</i></p> <p><i>At least 50% increased knowledge of legal aid [against baseline data]</i></p>	
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<p><i>Activity Result 2.5 (SLP lead)</i></p> <p><i>Support to the LPPBs including capacity development and outreach to build trust between SLP and communities</i></p>	<p><i>2.5.1. # of female and youth selected to LPPB's</i></p> <p><i>2.5.2. % of female and male youth in the membership of LPPBs in targeted regions</i></p> <p><i>2.5.3. # of LPPB members, FSU, SLP LCU's Trained on addressing conflict including family disputes, land issues and GBV (disaggregated by youth, women]</i></p> <p><i>2.5.4. # of Police-Youth Joint Communiques produced by Local Police Partnership Boards (L/CPPB) in targeted regions</i></p> <p><i>2.5.5. # of local authorities, paramount chiefs, CSOs, and youth leaders endorsing selection criteria for Youth</i></p>	<p><i>SLP, JSCO, ONS, UNDP, ISAT,</i></p>	<p><i>Limited participation/ involvement of women and youth in LPPB's</i></p>	<p><i>Target year 1</i></p> <ul style="list-style-type: none"> <i>- Curriculums developed for training and delivered in 3 pilot locations</i> <i>- ToR's drafted and approved for selection criteria and recruitment to LPPB's undertaken prioritising women/youth</i> <i>- Capacity building and mentoring of LPPB's</i> <p><i>Target year 2 and 3</i></p> <ul style="list-style-type: none"> <i>- Ongoing capacity building and mentoring of LPPB's</i> <i>- Awareness raising undertaken by LPPB, FSU, LCU and CSO's on GBV Inc. domestic violence</i> 	<p><i>Youth are selected equally from female and male.</i></p> <p><i>Mechanisms established for women's participation during selection criteria</i></p> <p><i>Selection mechanism and TOR for youth designed</i></p> <p><i>Training course delivered, including conflict resolution and transformation, Human rights protection, gender and GBV</i></p> <p><i>Directives from National SLP HQs issues to SLP in target areas to participate in the LPPB and APPC</i></p> <p><i>Coordination and collaboration with District Youth Councils (DYCs) and youth CSO secured</i></p>	<p><i>Records from the meetings of the Local Police Partnership Boards</i></p> <p><i>Signed TOR for selection criteria</i></p> <p><i>Mass, social media records</i></p> <p><i>Message boards</i></p> <p><i>Training records</i></p>
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<p>Activity Result 2.6 (CSO lead) Strengthened public awareness and empower persons vulnerable in the justice system</p>	<p>2.6.1 % 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</p> <p>2.6.2. Court monitoring data reflect knowledge and level of application of the bail regulations and other judicial reform instruments passed</p> <p>2.6.3 # of CSO consultations with the judiciary and MDAs on data collected and reports to ensure triangulation and action</p> <p>2.6.4 Enhance awareness raising of human rights and about the role of the SLP, HRCSL and the many oversight mechanisms in order for rights holders to understand and claim their rights (through e.g. civic education and school / youth clubs educational programmes</p>	<p>CSO and UNDP</p>	<p>Limited awareness of new judicial reforms and their implication for bail and sentencing in practice</p>	<p>Target year 1 N/A</p> <p>Target year 2</p> <ul style="list-style-type: none"> - UNDP Technical call for proposal developed³⁶ and CSOs recruited and provided with 1 / 1.5 year grants - Informational and Communications Strategy in place targeting those vulnerable in the criminal justice chain developed and for identifying community justice champions - Strategy in place for engaging and consulting judiciary, SLCS and MDAs on findings - CSO Court Monitoring strategy in place targeting provincial headquarters and specific locations with new Magistrates and Judges - Human rights & peace clubs set up in secondary schools & IEC materials disseminated <p>Awareness Raising initiated on role of HRCSL and other oversight bodies</p> <p>Target year 3</p> <ul style="list-style-type: none"> - Informational and Communications strategy raising awareness on judicial and correctional reforms completed in targeted areas - 2 M&E reports on judicial and correctional reforms developed and consulted with judiciary and SLCS and MIA 	<p>- Third party (CSO) Court monitoring tool to include criminal case data, numbers and types of crime, bail application, processing time and sentence</p> <p>-30 % increase in persons vulnerable in the justice system and relatives knowledgeable of their rights vis a vis bail and judicial and correctional reforms</p>	<p>UNDP Call for Proposal</p> <p>Court monitoring data and case statistics</p> <p>CSO quarterly reports</p> <p>Briefing papers to MDA, Judiciary and SLCS</p> <p>Mass, social media records</p>
<p>³⁶ The call will focus on civi</p>						

education and innovative actions for collecting data and monitoring application of new laws and instruments, focusing on the Judiciary's continued implementation and compliance with the new bail and sentencing instruments, as well as raising 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 include 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. Target group will be persons vulnerable in the criminal justice system and community champions that can effectively advocate for rights.

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># of reports submitted on time to UPR, treaty bodies and other human rights mechanisms</i>	<i>UPR, CEDAW Committee, CRC Committee</i>	<i>Baseline: 30% of reports submitted on time to UPR, treaty bodies and special procedures</i>		<i>70 % of reports submitted on time to UPR, treaty bodies and special procedures</i>	<i>UPR</i>
	<i># of recommendations from the TRC, Universal Periodic Review (UPR) Treaty Bodies and human rights mechanisms fully implemented by the GOSL</i> <i># of complaints against the Police received and decided by IPCB, HRCSL, CDIID</i> <i># of Units within the MOJ connected to a CMS</i> <i># codified and Law-making processes initiated</i> <i># Data on application of Bail and Sentencing Regulations from Justice App demonstrates application of instruments</i> <i>CMS systems in place at MoJ, IPCB, CDIID, SLCS and judiciary</i> <i>Correctional Rules in place and applied</i>	<i>National Human Rights Action Plan</i> <i>AG/MoJ/JS CO/HRCSL/SLP/SLCS/MOFA IC</i>	<i>Limited coordination between MOFAIC, AGC, CHRAGG and civil society organizations on UPR monitoring</i> <i>No CMS in place in the MOJ</i> <i>No formal process to codify laws in place</i> <i>Discriminatory traditional judicial mechanisms against women</i> <i>No Bail and Sentencing policies in place</i>		<i>35% increase in number of Universal Periodic Review (UPR) recommendations fully implemented by the GOSL</i> <i>A complete CMS established and functional for the MOJ and judiciary</i> <i>Courts where sentencing/bail guidelines are in place are functioning with a 30 % increase in uniformity</i>	<i>MOJ, HRCSL, SLP, SLCS, judiciary, IPCB reports</i> <i>Annual human rights reports of CSOs</i> <i>Treaty bodies reports & national reports</i> <i>CMS Records MOJ from HRCSL, IPCB & CDIID</i> <i>judiciary CMS</i> <i>Corrections CMS</i>

<p><i>Activity Result 3.1</i> <i>Improved capacity of the Attorney General (AG)/MoJ/JSCO to work with the MOFAIC to monitor and report on human rights periodic reports and international, regional, national human rights commitments. Improved capacity of the HRC-SL to independently monitor and report on the same.</i></p> <p><i>(For further details of support to HRCSL, please also see output 1, 2 and 3.1.1 – 3.1.6 above)</i></p>	<p><i>3.1.1. # of reports submitted on time to UPR, treaty bodies and special procedures</i></p> <p><i>3.1.2. # number or reports prepared</i></p> <p><i>3.1.3. # of meetings held with CSOs and government institutions</i></p> <p><i>3.1.4. National Human Rights Action Plan Developed and approved</i></p>	<p><i>AG/MoJ/JS CO/HRCSL/OHCHR/UN DP/UNWO MEN/UNICEF/MOFAIC</i></p>	<p><i>Baseline: 8 years overdue reports submitted to UNGCAT and ICCPR treaty bodies.</i></p> <p><i>2 reports submitted to the UPR in 2016 in 2014</i></p> <p><i>Reports delayed for submission to Treaty bodies,</i></p>	<p><i>Target Year 1:</i> <i># of interactions and coordination meetings on the implementation of UPR and other Treaty Bodies</i> <i># of meetings with non-state actors for follow up on UPR and other Treaty Bodies processes</i> <i>Consultations for development of new NHRAP and related initiatives for preparation of the plan</i></p> <p><i>Target Year2:</i> <i>NHRAP completed</i> <i>National human rights indicators developed</i> <i># of interactions and coordination meetings on the implementation of UPR and other Treaty Bodies</i> <i># of meetings with non-state actors for follow up on UPR and other Treaty Bodies processes</i></p> <p><i>Target Year 3</i> <i># of interactions and coordination meetings on the implementation of UPR and other Treaty Bodies</i> <i># of validation meetings with non-state actors for follow up on UPR and other Treaty Bodies processes</i> <i>New NHRAP widely disseminated</i> <i>Progress report on UPR and Treaty Bodies prepared and disseminated</i> <i># of national reports submitted on time to UPR, treaty bodies and special procedures and published</i></p>	<p><i>35% improvement in reports submitted on time to UPR, treaty bodies and special procedures</i></p> <p><i>NHRAP adopted</i></p> <p><i>Quarterly meetings held within government and with non-state actors for follow up on UPR and other Treaty Bodies processes</i></p>	<p><i>UPR</i></p> <p><i>MOJ/ JSCO reports</i></p> <p><i>HRCSL reports</i></p> <p><i>Annual human rights reports of CSOs</i></p> <p><i>Treaty bodies reports & national reports</i></p> <p><i>UNDP Mid-Term Review and End of Project Evaluation</i></p>
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<p>Activity Result 3.2 (HRCSL lead)</p> <p><i>Improved capacity, effectiveness and efficiency of the HRCSL to ensure that the GoSL promote, protect and fulfil human rights and rights holders understand and are able to claim their rights across incl. in rural and remote areas</i></p> <p><i>(For further details of support to HRCSL, please also see output 1, 2 and 3.1.1 – 3.1.6 above)</i></p>	<p>3.2.1 Support to implementing of 2015 Organisational Capacity Assessment incl. deployment of more staff currently based in Freetown to the field</p> <p>3.2.2 # of mobile complaints handling clinics and trainings for rights holders conducted in places where HRCSL has no presence</p> <p>3.2.3 # of trainings conducted for staff incl. HRBA/Gender M&E</p> <p>3.2.4 # of visits to monitor human rights compliance in detention facilities, business entities & social services and reports</p> <p>3.2.5 # of progress reports WG meetings held on a quarterly basis</p> <p>3.2.6 # of HRCSL annual reports completed</p> <p>3.2.7 Enhanced planning, budgeting, coordination, execution, M&E and learning (e.g. support to set- up an M&E unit at HRCSL, measure targets, progress and put in place staff performance indicators) This activity is also linked to Output 1</p>	<p>HRCSL, Consultant, OHCHR, UNDP</p> <p>HRCSL, OHCHR, UNDP</p>	<p><i>Limited institutional capacity of HRCSL and perception of non-effectiveness and independence among public</i></p> <p><i>Limited knowledge of HRCSL staff on new emerging human rights issues</i></p> <p><i>No/limited systematic inspection of prisons and police stations</i></p> <p><i>Human Rights WG has not met for over 2 years</i></p> <p><i>HRCSL has not published an annual report or updated their website (website is currently down)</i></p>	<p>Target Year</p> <p># Decentralization of staff to increase outreach (year 1)</p> <p># of complaints investigated and completed;</p> <p># of complaints resolved and referred;</p> <p># of strategic engagements with stakeholders including referral partnership meetings (year 1-3)</p> <p>2015 NANHRI Capacity Assessment Reviewed and priority actions for implementation agreed</p> <p>Training plan developed for staff</p> <p>Training seminar for HRCSL new commissioners, human rights technical and programme staff and selected staff from key justice and security sector institutions (and possible other key state agents) on HRBA and Gender Equality and how to integrate HRBA and Gender Equality into their daily work and into their M&E systems / reporting (year 1-2)</p> <p>A system for regular inspection of prisons and police stations in selected areas established (year 1-2)</p> <p>Human Rights WG up and running (year 1-3)</p> <p>Annual HR Report Published (year 1-2)</p> <p>-Inspections visits to prison and police stations conducted on quarterly basis and findings reports published and disseminated to the public (year 1-2)</p> <p>- strengthened M&E capacity at HRCSL (year 3)</p> <p>- Priority Actions from 2015 Capacity</p>	<p><i>Capacity of HRCSL improved to handle complaints and investigations</i></p> <p><i>Regular monitoring mechanism for police and prisons established and effective</i></p> <p><i>Quarterly reports on inspections visits made available to public</i></p> <p><i>Human Rights Working Group in place and functional</i></p> <p><i>Regular data collection on human rights issues</i></p> <p><i>70 % of reports submitted on time to UPR, treaty bodies and special procedures</i></p>	<p>UPR</p> <p><i>HRCSL records</i></p> <p><i>HRCSL Strategic planning</i></p> <p><i>HRCSL website & database</i></p> <p><i>HRCSL thematic areas reports</i></p> <p><i>UNDP Mid-Term Review and End of Project Evaluation</i></p>
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<p><i>Activity Result 3.3 (Judiciary lead)</i></p> <p><i>Bail and Sentencing Regulations are adopted by the mandated judicial authorities and institutional capacity strengthened to implement reforms</i></p> <p><i>(See UNDP/INL Prodoc for 2017)</i></p>	<p><i>3.3.1 Bail and Sentencing Regulations approved by the RoCC and laid before new Parliament</i></p> <p><i>3.3.2. Additional training modules developed and JLTi strengthened</i></p> <p><i>3.3.3. Judicial support staff trained and refresher trainings held for Judges and Magistrates</i></p>	<p><i>Judiciary</i></p>	<p><i>Bail Regulations are completed and approved by the Rules of the Court Committee and are thus binding on the Courts</i></p> <p><i>Draft sentencing regulations have been reviewed twice by the Rules of the Court Committee</i></p>	<p><i>Target year 1:</i></p> <ul style="list-style-type: none"> - <i>Bail and Sentencing Regulations approved</i> - <i>200-300 judicial and justice chain staff are trained on ethics, the bail and sentencing regulations</i> - <i>Comprehensive outreach and sensitisation across the country, through town hall meetings, jingles, radio talk shows and supporting community based organizations to setup dramas on bail and sentencing</i> - <i>JLTi Training curricula designed and completed with focus on judicial ethics, bail and sentencing</i> <p><i>Target year 2:</i></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 in accordance with 2017 needs assessment</i> - <i>All judicial support staff trained on the new bail regulations and new practice directives</i> <p><i>Target year 3:</i></p> <ul style="list-style-type: none"> - <i>Judges and Magistrates receive refresher trainings on bail and sentencing as well as revised CPA</i> 	<p><i>Regulations adopted [sentencing guidelines requires adoption of CPA to be affected. Bail Regulations can be approved independently]</i></p>	<p><i>Approved CPA</i></p> <p><i>Approved Bail and Sentencing Regulations</i></p> <p><i>Minutes of RoCC and reports from the judiciary</i></p> <p><i>Approved JLTi curricula, training material and tools</i></p>
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<p><i>Activity Result 3.4 (Judiciary lead)</i></p> <p><i>Bail and Sentencing Reforms and judicial case management further consolidated and internal supervision and monitoring established</i></p>	<p><i>3.4.1 CMS set-up at Judiciary HQ and selected regions (as per INL project TBC Dec 2017) and staff capacitated</i></p> <p><i>3.4.2. Bail and Sentencing Committee established</i></p> <p><i>3.4.3. Judicial office for Monitoring, Evaluation and Mentoring Established (JMEM) and enhancing staff capacities</i></p>	<p><i>Judiciary</i></p>	<p><i>No criminal case management system in place</i></p> <p><i>No Bail and Sentencing Committee</i></p> <p><i>No Judicial Office for Monitoring and Evaluation and</i></p>	<p><i>Target year 1:</i></p> <ul style="list-style-type: none"> <i>Justice APP implemented in pilot areas and staff capacitated to operate and manage the system</i> <p><i>Target year 2</i></p> <ul style="list-style-type: none"> <i>All judicial staff are confident users of the Justice App following training by superusers and technical support developers</i> <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> <p><i>Target year 3</i></p> <ul style="list-style-type: none"> <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</i> 	<p><i>CMS in place and able to track sentencing and bail regulations</i></p> <p><i>Case Management improved and uniformity in the application of bail and sentencing instruments enhanced</i></p> <p><i>Professional capacities of Judges and Magistrates and support staff enhanced</i></p>	<p><i>CMS reports</i></p> <p><i>RoCC minutes</i></p> <p><i>Founding documents of new offices</i></p> <p><i>M&E tools</i></p> <p><i>Bail and Sentencing Committee reports</i></p> <p><i>JMEM M&E tool and reports</i></p>
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<p><i>Activity Result 3.5 (Judiciary lead)</i></p> <p><i>Provision of support to Mobile Courts and to the judiciary's public relations office to increase transparency and trust in the institution</i></p>	<p><i>3.5.1 # of women, girls and other vulnerable groups benefitting from mobile courts</i></p> <p><i>3.5.2. Public Relations office established and consolidated within the judiciary</i></p> <p><i>3.5.2. Court users in selected areas aware of judicial reforms including bail and sentencing regulations</i></p>	<p><i>Judiciary, CSO's</i></p>	<p><i>Mobile courts have not been operational in many areas for the past 2 years</i></p> <p><i>No Public Relations Office within the judiciary</i></p> <p><i>No judicial public relations communications strategy</i></p>	<p><i>Targets year 1</i></p> <ul style="list-style-type: none"> - <i>Public Relations Office (PRO) established and consolidated;</i> - <i>Press releases, radio briefings by the PRO on key judicial issues and reforms</i> - <i>Informational materials developed for the Courts and Court Users on bail and sentencing regulations</i> <p><i>Target year 2</i></p> <ul style="list-style-type: none"> - <i>Mobile High Courts supported in regions</i> - <i>judiciary public relations communications strategy developed</i> - <i>Informational material, posters, cartoons are posted in all courts and public places</i> - <i>Judiciary overall budget incorporates the public relations office budget</i> <p><i>Target year 3</i></p> <ul style="list-style-type: none"> - <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> 	<p><i>Access to justice improved in targeted areas</i></p> <p><i>Citizens using the justice system are aware of the bail and sentencing regulations and judicial reforms including their application in the Courts</i></p> <p><i>Public perception and trust in the judiciary enhanced</i></p>	<p><i>Mobile court and Justice App records</i></p> <p><i>Mass, social media articles and records</i></p> <p><i>CSO Court Monitoring reports</i></p> <p><i>UNDP Mid-Term Review and End of Project Evaluation</i></p>
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<p><i>Activity Result 3.6 (SLP lead)</i></p> <p><i>Institutional building of SLP to i) strengthen Community Policing and enhance people's trust in policing, ii) Enhance SLP gender and HR policies on gender mainstreaming and response to GBV and iii) Enhance police internal oversight through i support to SLP Cooperate Affairs (CDIID, HR and Asset management)</i></p>	<p><i>3.6.1. CMS System established by CDIID in parallel with IPCB</i></p> <p><i>3.6.2. . # CDIID staff and LPC's trained [with IPCB, LPPB reps, HRCSL to strengthen cooperation] in Western Area and 2 selected regions]</i></p> <p><i>3.6.3. FSU training plan in place, agreed with key partners and rolled out in selected regions</i></p> <p><i>3.6.4. improvements noted with respect to recruitment, retention and promotion of women Police Officers (with reference to SLP HR records)</i></p> <p><i>3.6.5. FGD's held with CDIID customers in year 1,2 and 3 and evidencing improvements in customer satisfaction</i></p>	<p><i>SLP[CDIID, Corporate Affairs, FSU, Asset Management]; ISAT</i></p>	<p><i>CDIID do not have electronic CMS</i></p>	<p><i>Target year 1</i></p> <ul style="list-style-type: none"> - <i>CMS completed</i> - <i>Training plan (including schedule) for CDIID developed based on baseline needs assessment to be rolled out in regions throughout project period</i> - <i>CDIID training initiated</i> - <i>FSU capacity needs assessment undertaken with UN and ISAT with key needs identified and agreed on</i> - <i>Key needs for SLP Asset Management system identified in advance of elections and support provided including in additional target locations</i> - <i>Corporate Affairs supported to conduct nationwide inspection in advance of election to determine preparedness and ensure standards/discipline</i> <p><i>Target year 2</i></p> <ul style="list-style-type: none"> - <i>CMS installed at SLP HQ and staff trained</i> - <i>ToT developed to enable CDIID HQ staff to train staff in regions</i> - <i>CIDIID training ongoing</i> - <i>FSU capacity building ongoing</i> - <i>Technical and financial support provided to Asset management systems to support SLP during election period</i> <p><i>Target year 3:</i></p>	<p><i>CMS in place in SLP HQ and all complaints received at HQ inputted on electronic CMS</i></p> <p><i>Capacities of CDIID, FSU are improved</i></p> <p><i>Improvements in cooperation and coordination between CDIID, IPCB and other oversight bodies evidenced</i></p> <p><i>Asset Management systems operating in Freetown and Western Areas and introduced in 2 additional locations</i></p>	<p><i>CDIID CMS</i></p> <p><i>SLP Human Resource Records</i></p> <p><i>Training reports</i></p> <p><i>UNDP Mid-Term Review and End of Project Evaluation</i></p>
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<p><i>Activity Result 3.7 (SLCS lead)</i></p> <p><i>Institutional Capacity of Correctional Facilities is improved in accordance with International Human Rights Standards</i></p> <p><i>(See also UNDP/INL ProDoc 2016-2018)</i></p>	<p><i>3.7.1. Case management system Set up in selected prisons</i></p> <p><i>3.7.2. Case reviews, legal aid and increased use of bail to decongest prison system</i></p> <p><i>3.7.3. Planning in cooperation with private sector and GOSL for development of livelihood programmes</i></p>	<p>SLCS</p>	<p><i>Basic file management in place</i></p> <p><i>No classification or assessment of prisoners</i></p> <p><i>Current prison population is 3,600 whereas over 1,600 on remand</i></p> <p><i>Limited rehabilitation facilities in prison with consequence that majority of prisoners are idle</i></p>	<p><i>Target year 1</i></p> <ul style="list-style-type: none"> - Needs assessment of existing CMS and development of Justice APP component for SLCS initiated - Prison Pilot Courts tested in two Correctional Facilities ensuring review of cases - 10 % Reduction in pre-trial and remand population <p><i>Target year 2</i></p> <ul style="list-style-type: none"> - Justice APP implemented in at least 6 Correctional Facilities100 Staff trained and capacitated to operate and manage new Justice APP - Prison Courts and Legal Aid scheme consolidated <p><i>Target year 3</i></p> <p>-</p>	<p><i>CMS in place and 100 staff trained on this</i></p> <p><i>20% reduction in prison population as result of bail review and legal aid</i></p> <p><i>10 skills facilities refurbished</i></p> <p><i>100 corrections officers certified as trainers and 500-600 prisoners have received professional certification of skills</i></p>	<p><i>SLCS records</i></p> <p><i>Training records</i></p> <p><i>UNDP Mid-Term Review and End of Project Evaluation</i></p>
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<p><i>Activity Result 3.8 (SLCS lead)</i> <i>Strengthened Capacity of SLCS Staff to ensure the Welfare of Inmates and the Safety and Security of Society</i></p> <p><i>(See also UNDP/INL ProDoc 2016-2018)</i></p>	<p><i>3.8.1. Correctional Rules developed and approved [in line with new Corrections Act]</i></p> <p><i>3.8.2. Human Rights Audit completed and action plan for improvement of sector</i></p> <p><i>3.8.3. % improvements in Prisoners health</i></p> <p><i>3.8.4. # of prisoners benefiting from rehabilitation and livelihood programmes</i></p> <p><i>3.8.5. # of staff trained on health care, hygiene and human rights</i></p> <p><i>3.8.6. # of social workers and counsellors recruited and trained on reformation and rehabilitation of prisoners</i></p> <p><i>3.8.7 SLCS 'Standards Inspection Department' established</i></p> <p><i>3.8.8. Correctional Academy curricula reviewed and enhanced</i></p>	SLCS	<p><i>No basic Human Rights Audit conducted</i></p> <p><i>Limited access to healthcare</i></p> <p><i>Lack of infrastructure and equipment for healthcare</i></p> <p><i>Limited number of dedicated healthcare and social workers</i></p> <p><i>No internal Human Rights Office in the SLCS</i></p>	<p><i>Target year 1</i></p> <ul style="list-style-type: none"> - <i>Pilot classification and assessment of inmates completed</i> - <i>Human Rights Audit of 4 selected facilities undertaken and Action Plan development initiated</i> - <i>Staff trained on the Mandela Rules and capacitated to carry out the audits of all facilities</i> - <i>Accommodation and Industry Master Plan completed</i> - <i>Correctional Act reviewed and Prison Rules developed</i> - <i>Review of Health facilities undertaken and briefing note submitted to the MIA</i> <p><i>Target year 2</i></p> <ul style="list-style-type: none"> - <i>Action plan from the Human Rights Audit implemented</i> - <i>Refurbishment of the health infrastructure completed in selected institutions</i> - <i>70 % of inmates have access to improved healthcare services within 7</i> - <i>Equipping of workshops, certification of inmates and inmate earning scheme set-up</i> - <i>30 Social workers and counsellors capacitated to implement support programs for the wellbeing and rehabilitation of inmates</i> 	<p><i>New correctional rules developed and applied for SLCS</i></p> <p><i>70% of inmates have access to adequate health care</i></p> <p><i>Capacity and skills of 40 staff improved with relation to healthcare and human rights</i></p> <p><i>30 councillors and 30 social workers recruited and capacitated on rehabilitation of prisoners</i></p> <p><i>SLCS Academy curricula includes new legislation, Mandela Rules and Correctional Reforms</i></p>	<p><i>SLCS records</i></p> <p><i>Training records</i></p> <p><i>M&E tools</i></p> <p><i>Reviewed Academy Curricula</i></p> <p><i>UNDP Mid-Term Review and End of Project Evaluation</i></p>
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<p>Activity Result 3.9 (IPCB lead)</p> <p>Strengthened capacity and operationalization of IPCB to enhance its effectiveness, efficiency and impact incl. in rural areas</p>	<p>3.9.1. Electronic CMS system in place</p> <p>3.9.2. . # of complaints, received and concluded over the programme period disaggregated by type of claim, region, gender and result</p> <p>3.9.3. # of public hearings on issues of national importance concerning policing</p> <p>3.9.4: # of joint meetings, activities/initiatives held in partnership With CDIID, HRC-SL and other oversight bodies as well as Civil Society</p> <p>3.9.5: # of trainings of IPCB staff including joint training activities</p> <p>3.9.6. outreach expanded to a minimum of two additional regions</p> <p>3.9.7: IPCB knowledge of Policing and oversight enhanced</p>	IPCB	<p>No CMS in place</p> <p>Limited interface and coordination between the IPCB, other oversight institutions and civil society</p> <p>Knowledge and profile of IPCB is limited across Sierra Leone</p> <p>IPCB hasn't conducted public hearings on priority policing issues</p>	<p>Target year 1</p> <ul style="list-style-type: none"> - CMS implemented & IPCB staff trained on usage - IPCB familiarised and trained on interpreting CDIID website - Quarterly meetings with Oversight institutions working on policing including CDIID - IPCB training plan developed and agreed with Board - IPCB outreach plan agreed and outreach materials finalised - Outreach commences in Selected regions undertaken by Outreach Officers - Joint training on investigation and complaints with SLP, HRC-SL - IPCB supported to conduct Public Hearings on key Policing Issues <p>Target year 2</p> <ul style="list-style-type: none"> - IPCB training for Board - Support to Outreach in Regions - Joint training on investigation and complaints with SLP, HRC-SL - IPCB supported to conduct Public Hearings on key Policing Issues <p>Target year 3</p> <ul style="list-style-type: none"> - IPCB training for Board - Support to Outreach in Regions - Joint training on investigation and complaints with SLP, HRC-SL - IPCB supported to conduct 	<p>CMS in place</p> <p>Capacities of IPCB improved</p> <p>Board capacities on Policing Oversight improved</p> <p>Cooperation between IPCB, oversight bodies and CSOs is enhanced</p>	<p>Reports of awareness raising events</p> <p>IPCB records including CMS</p>
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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the Project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by Project Management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by Project Management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects/programmes and partners and integrated back into the Project.	At least annually	Relevant lessons are captured by the Project Team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the Project will be assessed against UNDP's quality standards to identify Project strengths and weaknesses and to inform management decision making to improve the Project.	Annually	Areas of strength and weakness will be reviewed by Project Management and used to inform decisions to improve Project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections.		
Project Report	A progress report will be presented to the	Annually, and at the			

	Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	End of the Project (Final Report)			
Project Review (Programme Board)	The Project's governance mechanism (i.e., Project Board) will hold regular Project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. In the Project's final year, the Project Board shall hold an End of Project review to capture lessons learned and discuss opportunities for scaling up and to socialize Project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the Project board and management actions agreed to address the issues identified.		

Evaluation Plan³⁷

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Review				07/2018		

³⁷ Optional, if needed

VII. MULTI-YEAR WORK PLAN ³⁸³⁹

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3			Funding Source	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									
Activity Result 1.1 (JSCO lead) Develop Monitoring and Evaluation (M&E) infrastructure and capacity to generate and disseminate credible quality data to inform policies and legislation on rule of law and access to justice	1.1.1 Organizational capacity assessment of justice and security sector institutions (with focus on M&E capacity)	2017				JSCO (lead), Judiciary, LAB, HRCSL, SLCS, IPCB, SLP, CSOs, UNDP	UNDP	Consultant	50,000
	1.1.2 Develop M&E training plan for 2017-2019 (and training of IPs in HRBA/Gender M&E, linked to 3.2.2 below)	2017				JSCO (lead), Judiciary, LAB, HRCSL, SLCS, IPCB, SLP, CSOs, UNDP (Consultant)	UNDP/BPPS	Consultant	25,000
	1.1.3 Establish national systems for data collection and M&E capacity	2017				JSCO (lead), Judiciary, LAB, HRCSL, SLCS, IPCB, SLP, CSOs, UNDP	UNDP	Services Consultant	35,000

³⁸ Cost 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

³⁹ Changes 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, the UNDP 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 re-phase activities among years.

	1.1.4 Ongoing capacity building of focal persons in data collection management, monitoring and evaluation	2017	2018	2019		UNDP (lead) Judiciary, LAB, HRCSL, SLCS, IPCB, SLP, CSOs	UNDP	Workshop	65,000
	1.1.5 Undertake comprehensive baseline assessment of the justice and security sector	2017				JSCO (lead), Judiciary, LAB, HRCSL, SLCS, IPCB, SLP, CSOs, UNDP	UNDP	Consultant	45,000
	1.1.6 Undertake baseline assessment of justice and security sector coordination in selected districts	2017				JSCO, (ONS) UNDP	UNDP	Consultant	20,000
	1.1.7 Support ongoing data collection and M&E analysis	2017	2018	2019		JSCO, UNDP	UNDP/BP PS	IPs	20,000
	Sub – Total for Activity Result 1.1								260,000
<i>Activity Result 1.2 (JSCO lead)</i> <i>Strengthen coordination and inclusive participation in justice and security sector policies development</i>	1.2.1 Ongoing support to JSCO secretariat to strengthening their coordination functions with justice, security sector institutions, CSOs, development partners (including UNICEF & UNWomen) and to use data to drive key policy and legislative reform processes and agendas (i.e. prison overcrowding, case backlogs, women and children in conflict with law, corruption etc.)	2017	2018	2019		JSCO, UNDP	UNDP	Services	25,000
	1.2.2 Support development of guidelines and tools for effectiveness of JCSO, including SOP for meetings, information sharing protocols between justice/sector institutions, etc.	2017				JSCO, UNDP	UNDP	Services	5,000

	1.2.3 Undertake research on key issues (i.e. ADR, non-custodial sentencing, women's rights, juvenile justice, land issues) to inform policies and legislation		2018	2019		JSCO, UNDP, CSOs	UNDP/BP PS	Consultant Services	15,000
	1.2.4 Support to Justice Sector Conference to shape long-term policy in the sector		2018			JSCO, UNDP, MoJ,	UNDP/BP PS	Workshop	15,000
	1.2.5. Perception survey on justice and security sector service delivery nationwide.	2017		2019		JSCO, UNDP	UNDP/BP PS		30,000
	1.2.6 Midterm review of the state of the justice sector and contribution to development of JSRIP IV		2018	2019		JSCO, UNDP	US/INL	Consultant, workshop	46,000
	1.2.7 Support to the two pilot areas identified and to the operationalization of justice and security sector coordination mechanism at the pilot regions		2018	2019		JSCO, UNDP, ONS,	UNDP/BP PS/PBF	Services	50,000
	1.2.8 Support to the development of a case management system (CMS) for the JSCO, MoJ, the DPP (link the CMS with the Justice APP and CMS being developed with SLCS)	2018	2019			JSCO, UNDP	UNDP/US /INL	Services Consultant	85,000

	1.2.12 Provide read-only access to JSCO in order to access CMS information for the purpose of coordination, dissemination to duty bearers and right holders and policy / legislation development (this activity is linked to Activity 1.1.4)		2019			JSCO, UNDP	UNDP	Workshop /Training	10,000
	Sub-Total for Activity Result 1.2								281,000
	Sub-Total for Activity Result 1								541,000
Output 2: Access to justice and security enhanced and brought closer to the people									
Activity Result 2.1 (Lab lead) Develop and implement partnership agreements with legal aid providers to enhance legal protection of women and other vulnerable groups	2.1.1 Undertake a survey on mapping partners for establishing agreements/MoUs in the delivery of legal aid services in all 149 chiefdoms	2017				LAB, research institute, Consultant	UNDP	Consultant	35,000
	2.1.2 Design MoUs with key partners, Bar Association, SLCS, Local Courts, Legal aid agencies, SLP, universities and CSOs	2017				LAB, UNDP	UNDP	Consultant/staff	5,000
	2.1.3 Develop legal aid curriculum and training manual	2017	2018			LAB, Consultant, research institute, UNDP	UNDP/BP PS	Consultant	55,000
	2.1.4 Develop Code of Conduct on legal aid provision and ADR	2017	2018			LAB Consultant, research institute, UNDP	UNDP/BP PS	Consultant Services	45,000

	2.1.5 Support sensitization of traditional leaders local courts and LPPB's in legal aid and human rights in two pilot districts	2017	2018	2019		LAB, HRCSL, CSOs, UNDP, OHCHR	UNDP	Workshop Services	70,000
	2.1.6. Technical support for development of MoUs between LAB, SLP and SLCS on access to legal aid providers to prisons and police stations	2017				LAB, SLP, SLCS	UNDP/BP PS	Services	25,000
	Sub-Total for Activity Result 2.1								235,000
<i>Activity Result 2.2 (LAB/CSO lead)</i> <i>Strengthen ADR for increased delivery of legal aid services to vulnerable groups</i>	2.2.1 Study to assess access to justice (formal/informal) and access to ADR, and the capacities of duty bearers (formal/informal justice systems, e.g. formal courts, LCs, customary courts, para-legal and legal practitioner capacities) and right holders capacity	2017				LAB, JSCO, Research institute, UNDP	UNDP/US /INL/BPP S	Services Consultant	25,000
	2.2.2 Provision of legal representation and ADR services to targeted marginalized groups incl. women, children, widows, inmates and detainees in police cells	2017	2018	2019		LAB, CSOs	UNDP/BP PS	Services LOA	150,000
	2.2.3 Undertake early resolution of legal aid problems through providing legal advice, advocacy and dispute resolution mechanisms	2017	2018	2019		LAB, CSOs, LPPBs	UNDP/BP PS	Services LOA	60,000
	Sub-Total for Activity Result 2.2								235,000
<i>Activity Result 2.3 (Lab lead)</i> <i>Strengthen the protection of the rights of women,</i>	2.3.1 Provide legal service for sexually abused women and girls, and legal counselling	2017	2018	2019		LAB, CSOs, FSU (mapped legal aid/paralegal aid providers)	UNDP/BP PS	Services	75,000

<i>children and juvenile justice</i>	2.3.2 Support training of paralegals, legal practitioners, investigators and FSUs in prosecuting rape and VaW		2018	2019		LAB, CSOs, FSU (mapped legal aid/paralegal aid providers) LAB, CSOs, UNDP, OHCHR	UNDP / IA ?	Services	90,000
	2.3.3 Support to legal aid providers for legal aid, including representation and assistance, in selected pilot areas	2017	2018	2019		LAB, CSOs, FSU (mapped legal aid/paralegal aid providers)	UNDP/BP PS	Services	90,000
	2.3.4 Support to women lawyers' association to provide legal aid and for capacity building		2018	2019		LAB, CSOs	UNDP/BP PS/PBF	Services	100,000
	Sub-Total for Activity Result 2.3								355,000
<i>Activity Result 2.4 (Lab lead)</i> <i>Awareness raising of marginalised about their rights, procedures and support to demand their rights and hold duty bearers accountable</i>	2.4.1 Empowerment of rights holders incl. women, GBV victims, youth, persons with disabilities, Ebola survivors and other minority groups	2017	2018	2019		LAB, HRCSL, CSOs, UNDP	UNDP/BP PS	Services	90,000
	2.4.2 Dissemination of legal aid materials including radio and spot messages (church, mosques, market places, sports events, music and theatre)	2017	2018	2019		LAB, CSOs, JSCO	UNDP/BP PS	Services IEC Materials	100,000
	Sub -Total for Activity Result 2.4								190,000
<i>Activity Result 2.5 (SLP lead)</i> <i>Support to the LPPBs including capacity development and outreach</i>	2.5.1 Organisational capacity assessment of LPPBs in two pilot districts (incl. its formation and representation of women, youth and minority groups)		2018	2019		SLP, JSCO, ONS, UNDP, ISAT, Consultant, research institute	UNDP/BP PS/PBF	Study/Needs Assessment	35,000

<i>to build trust between SLP and communities</i>	2.5.4 Follow up implementation of the capacity assessment's recommendation to ensure women and youth representation and LPPBs role in community policing incl. outreach, crime prevention through ADR/mediation and conflict resolution		2018	2019		SLP, ONS, ISAT	JSCO, UNDP,	UNDP/BP PS/PBF	Services Workshop Trainings	75,000
	2.5.2 Development of LPPB training strategy in collaboration with the SLP and LCUs which should reflect the communities priorities with an aim to ensure peaceful coexistence		2018			SLP, ONS, ISAT	JSCO, UNDP,	UNDP/BP PS/	Services; Workshop Trainings	50,000
	2.5.3 Capacity development of LPPBs, FSU, SLP Local Command Units (LCUs) on best practices regarding addressing conflicts including family disputes, land issues and GBV (these should target youth and women)		2018	2019		SLP, ONS, ISAT	JSCO, UNDP,	UNDP/BP PS	Workshop ; Services; Training	75,000
	2.5.4 Awareness raising (radio debates/spot-messages, schools, work place, church, mosque, sports, music, dance, theatre, market places) undertaken by LPPBs, FSU, LCUs and CSOs around GBV incl. domestic violence, FGM and child marriage (targeting men, youth, religious / community leaders to address cultural barriers and perpetrators)		2018	2019		SLP, ONS, ISAT, CSOs	JSCO, UNDP,	UNDP/BP PS	Services; Workshop	85,000
	Sub -Total for Activity Result 2.5									320,000
<i>Activity Result 2.6 (CSO lead) Strengthening public awareness and empowerment of those</i>										
	2.6.1. UNDP call for proposal for civil society organisations and institutions		2018	2019		CSOs, Institutions and UNDP		US/INL	MCG	300,000

vulnerable in the justice system and accountability towards institutions to implement reforms	Sub -Total for Activity Result 2.6								300,000
	Sub-Total for Activity Result 2								1,635,000
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									
Activity Result 3.1 (MoJ lead) Improved capacity of the Attorney General (AG)/MoJ to work with the MOFAIC (lead) to monitor and report on human rights period reports and international, regional, national human rights commitments	3.1.1 Organize interactions and coordination meetings on the response and implementation of UPR and other period human rights reports	2017	2018	2019		AG/MoJ/JSCO /HRCSL/ OHCHR/UNDP /MOFAIC/UN WOMEN/UNI CEF	UNDP/BP PS	Services; Workshop s	50,000
	3.1.2 Support to validation MoJ/JSCO/HRCSL/MOFAIC meetings with CSOs and non-state actors on follow up on UPR and other period human rights reports	2017	2018	2019		AG/MoJ/JSCO /HRCSL/CSOs OHCHR/UNDP /UNWOMEN/ UNICEF/MofAI C	UNDP	Services Workshop	30,000
	3.1.3 Support to dissemination of the recommendations of the UPR and other periodic reports (state of play / progress)	2017	2018	2019		AG/MoJ/JSCO /HRCSL/ OHCHR/UNDP /UNWOMEN/ UNICEF/MOFA IC	UNDP	Services Workshop	50,000
	3.1.4 Provide institutional support to monitor the implementation of GoSL human rights commitments (international, regional, national human rights standards)	2017	2018	2019		AG/MoJ/JSCO HRCSL, OHCHR/UNDP /UNWOMEN/ UNICEF/MOFA IC	UNDP	Services; Travel	75,000

	3.1.5 Develop National Human Rights Action Plan, including publishing and dissemination			2019		AG/MoJ,JSCO HRCSL, MOFAIC, OHCHR, UNDP	UNDP	Services	50,000
	Sub-Total for Activity Result 3.1								255,000
Activity Result 3.2 (HRCSL lead) <i>Improved capacity, effectiveness and efficiency of the HRCSL to ensure that the GoSL promote, protect and fulfil human rights and rights holders understand and are able to claim their rights across incl. in rural and remote areas</i> <i>(For further details of support to HRCSL, please also see Activity Result 1, 2 and 3.1.1 – 3.1.6 above)</i>	3.2.1 Support to implementing of 2015 Organisational Capacity Assessment incl. deployment of more staff currently based in Freetown to the field	2017				HRCSL, Consultant, OHCHR, UNDP	UNDP	Services	50,000
	3.2.2 Training seminar for HRCSL new commissioners, human rights technical and programme staff and selected staff from key justice and security sector institutions (and possible other key state agents) on HRBA and Gender Equality and how to integrate HRBA and Gender Equality into their daily work and into their M&E systems / reporting	2017	2018			HRCSL, Consultant, OHCHR/UNDP	UNDP	Services Workshop s	50,000
	3.2.3 Capacity building and operationalization of the HRCSL to ensure that they exercise their mandate effective and efficiently incl. in rural areas (incl. investigating complaints, monitoring and reporting issues of human rights concern, ensuring JSCO / HRCSL inspections to prisons, police stations and corrections centres)	2017	2018	2019		HRCSL, OHCHR/UNDP	UNDP	Services Technical Support Workshop	60,000

	3.2.4 Enhanced planning, budgeting, coordination, execution, M&E and learning (e.g. support to set- up an M&E unit at HRCSL, measure targets, progress and put in place staff performance indicators) <i>This activity is linked to Output 1</i>			2019		HRCSL, JSCO, UNDP	UNDP	Services Workshop	50,000
	3.2.5 Support to the re-activation of the Human Rights Working Group and follow up of its recommendations	2017	2018	2019		HRCSL, JSCO, OHCHR, UNDP	UNDP	Services Meetings	10,000
	3.2.6 Support to the preparation and publishing of HRCSL annual human rights report	2017	2018			HRCSL, OHCHR, UNDP	UNDP	Report Printing Dissemination	30,000
	3.2.7 Enhance awareness raising of human rights and about the role of the SLP, HRCSL and the many oversight mechanisms in order for rights holders to understand and claim their rights (through e.g. civic education and school / youth clubs educational programmes)	2017	2018	2019		HRCSL, OHCHR, UNDP	UNDP	Services	50,000
	Sub-Total for Activity								Result 3.2:
	300,000								
Activity Result 3.3 (Judiciary lead) <i>Bail and Sentencing Regulations are adopted by</i>	3.3.1 Bail and Sentencing Regulations approved by the RoCC and laid before new Parliament	2017	2018			Judiciary, UNDP	US/INL/ UNDP	Meetings Printing	UNDP 2018 10,000

<i>the mandated judicial authorities and institutional capacity strengthened to implement reforms</i> <i>(Please see UNDP/INL Prodoc for 2017)</i>	3.3.2 Additional Training Modules developed and JLTi strengthened		2018	2019		Judiciary, UNDP	US/INL	Consultant Training	45,000	
	3.3.3 Judicial support staff trained and refresher trainings held for Judges and Magistrates		2018	2019			US/INL	Training	15,000	
							UNDP	Training	10,000	
	Sub-Total for Activity Result 3.3									80,000
<i>Activity Result 3.4 (Judiciary lead)</i> <i>Sentencing and Bail reforms and judicial case management further consolidated and internal supervision and monitoring established</i> <i>(Please see UNDP/INL Pro-Doc 2017)</i>	3.4.1 CMS set-up at Judiciary HQ and selected regions (as per INL project TBC Dec 2017) and staff capacitated	2017	2018	2019		Judiciary, UNDP	US/INL	IT Services	2018-2019 30,000	
	3.4.2. Bail and Sentencing Committee established		2018	2019		Judiciary, UNDP	US/INL	Services Printing	15,000	
							UNDP / IA	Meetings	5,000	
	3.4.3. Judicial office for Monitoring, Evaluation and Mentoring Established (JMEM) and enhancing staff capacities		2018	2019			Judiciary, UNDP	US/INL	Services/tools, travel and printing	36,000
	Total for Activity Result 3.4:									86,000

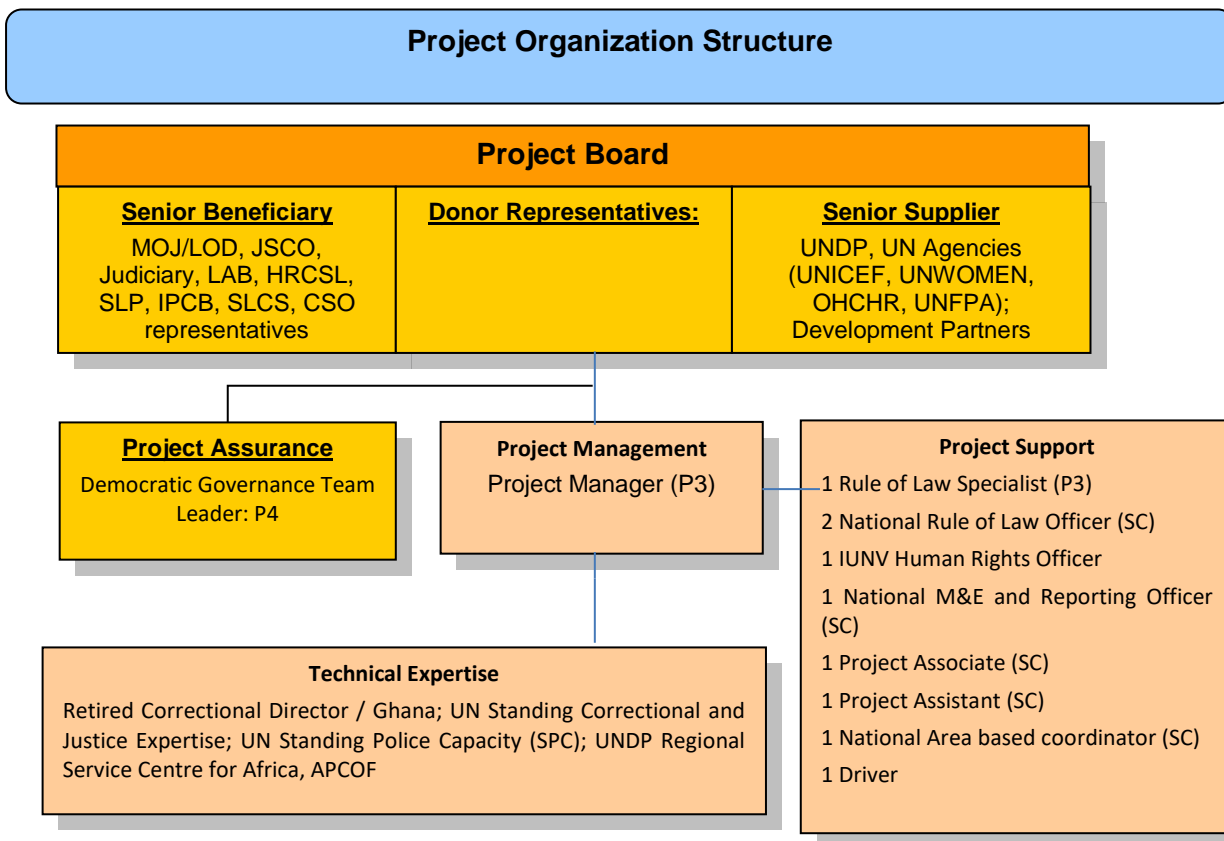
Activity Result 3.5 (Judiciary lead) <i>Provision of support to Mobile Courts and the judiciary's public relations office to increase transparency and trust in the institution</i>	3.5.1 # of women, girls and other vulnerable groups benefitting from mobile courts		2018	2019		Judiciary, UNDP	UNDP	Services Printing	80,000
	3.5.2. Public Relations office established and consolidated within the judiciary		2018	2019		Judiciary, UNDP	US/INL	Services Workshop	12,000
	3.5.2. Court users in selected areas aware of judicial reforms including bail and sentencing regulations	2017	2018	2019		Judiciary, UNDP	UNDP	Services Meetings Workshop s	55,000
							US/INL		12,000
									9,917
	Sub-Total	for				Activity		Result	3.5:
	168,917								
Activity Result 3.6 (SLP lead) <i>Institutional building of SLP to i) strengthen Community Policing and enhance people's trust in policing, ii) Enhance SLP gender and HR policies on gender mainstreaming and response to GBV and iii) Enhance police internal oversight through i support to SLP Cooperate Affairs (CDIID, HR</i>	3.6.1 Support to HR and Gender Directorate in its strategies to enhance recruitment, retention and promotion of SLP female officers in mid- and high ranking positions	2017	2018	2019		SLP FSU, HRCSL, OHCHR UNWOMEN, UNFPA, UNDP	UNDP/BP PS	Services Workshop	70,000
	3.6.2 Support FSU to increase its effectiveness in out-reach, counselling, mediation/ADR and prosecution. The training will coordinated with UNFPA, UNICEF UNWOMEN, ISAT and be conditional with regard selection of staff and ensure retention of staff following training for sustainability.	2017	2018	2019		SLP FSU, HRCSL, OHCHR UNWOMEN, UNFPA, UNICEF, UNDP	UNDP	Services	75,000

and Asset management)	3.6.3 Strengthen the Inspectorate, Monitoring and Evaluation Unit (UNDP M&E training will be conditional with regard to selection of staff and ensuring retention of staff following training for sustainability.	2017	2018	2019		SLP (CDIID, HR, Asset Management) JSCO, UNDP	UNDP	Services Workshop	60,000
	3.6.4 A case management system is set-up and implemented (linked to IPCB complaints systems)	2017				SLP, JSCO, IPCB, UNDP	UNDP	Services	50,000
	3.6.5 Capacity development of CDIID staff, Local Police Commanders. Where possible the Project will conduct joint trainings with IPCB, LPPB and HRCSL to strengthen their cooperation and referral systems. Training will be conditional with regard selection of staff and ensure retention of staff following training for sustainability.	2017	2018	2018		SLP, IPCB, HRCSL, UNDP	UNDP/BP PS	Services Workshop	70,000
	3.6.6 Capacity development of Cooperate Affairs to enhance policing standards and disciplines. The training will be conditional with regard selection of staff and ensure retention of staff following training for sustainability.	2017	2018	2019		SLP, JSCO, UNDP	UNDP	Services Workshop	65,000
	3.6.7 Support enhancement of SLP asset management system including SMART	2017	2018	2019		SLP UNDP	UNDP	Services Consultant	70,000
	Sub-Total	for				Activity	Result	3.6:	
	460,000								
Activity Result 3.7 (SLCS lead)	3.7.1 Support the SLCS to establish an effective detainee/prisoner file and case management system (including needs Assessment on CMS across all correctional facilities)	2017	2018			SLCS, UNDP	US/INL	Services	See US/INL SLCS Prodoc
Institutional Capacity of									

<i>Correctional Facilities is improved in accordance with International Human Rights Standards</i>	3.7.2 Carry out Pilot Classification and Assessment of inmates at Port Loko, Mafanta, Magburaka and Kenema Correctional Centres including production of best practices manual to roll-out in all Correctional Facilities	2017	2018			SLCS, CSOs	US/INL	Services	See US/INL SLCS Prodoc
<i>Activity Result 3.8 (SLCS lead)</i> <i>Strengthened Capacity of SLCS Staff to ensure the Welfare of Inmates and the Safety and Security of Society</i>	3.8.1 Support the SLCS and partners to draft the new Correctional Rules in compliance with international standards and train officers for implementation	2017	2018			SLSC, UNDP	US/INL	Services	See US/INL SLCS Prodoc
	3.8.2. Corrections Rehabilitation Programmes launched in selected prisons informed by informed by market analysis, education or treatment for in-mates, juveniles etc.		2018	2019		SLSC, UNDP	US/INL/ UNDP	Services	100,000
	3.8.7 Establishment of ‘Standards Inspection Department’			2019		SLCS, UNDP	US/INL	Consultant: meetings; travel	23,000
							UNDP/IA		30,000
	3.8.8. Review of Correctional Academy curricula			2019		SLCS, UNDP	US/INL	Consultant Meeting	30,000
	Sub-Total for Activity						Result		3.8:
183,000									
<i>Activity Result 3.9 (IPCB lead)</i>	3.9.1 IPCB Board training and development to enhance their credibility, out-reach and independence	2017	2018	2019		IPCB, UNDP	UNDP/BP PS	Services	80,000

<i>Strengthened capacity and operationalization of IPCB to enhance its effectiveness, efficiency and impact incl. in rural areas</i>	3.9.2 Support IPCBs to facilitate Public hearings on priority policing issues with CSOs and the HRCSL (ex. audit on pre-trial detention, arbitrary arrest)	2017	2018	2019		IPCB, UNDP, CSOs	UNDP/BP PS	Services	70,000
	3.9.3 Support joint training on investigation and complaints training with SLP and HRCSL	2017	2018	2019		IPCB, UNDP	UNDP/BP PS	Services Trainings	60,000
	3.9.4 Set-up CMS / complaints system to record complaints and monitor trends	2017	2018	2019		IPCB, UNDP	UNDP/BP PS	Services Consultant	60,000
	3.9. 5 Enhancing their profile and outreach in regions (incl. enhancing partnerships with CSOs and other oversight mechanisms)	2017	2018	2019		IPCB, UNDP, CSOs	UNDP/BP PS	Services Workshops	50,000
	Sub-Total for Activity Result 3.9								320,000
	Sub-Total for Output 3								1,852,917
Project Management	P3 Project Manager (220,000\$/year	2017	2018	2019			US/INL / UNDP		337,000
	P3 Rule of Law Specialist (220,000\$/year	2017	2018	2019			US/INL / UNDP		660,000
	ROL Officer - SC (16,000\$/year		2018	2019					48,000
	IUNV Human Rights Officer (52.000\$/year	2017	2018	2019			UNDP		156,000
	Programme Associate – SC (9,000\$/year	2017	2018	2019			UNDP		27,000
	Programme Assistant – SC (8,500\$/year	2017	2018	2019			IA		25,500
	M&E and Reporting Officer-SC (16,000\$/year		2018				IA		48,000

	M&E, Programme Oversight and Management Cost, Communication & Media, Gender, Security (All in all around 8 % of total budget)								
	Direct Project Cost (4.6%)						INL		33,078
	Monitoring						INL		12,651
Sub- Total									1,347,229
GMS on INL Activity Funds(8 %)									45,353
GRAND TOTAL									5,421,499



The Project is being executed by UNDP under the DEX modality under the overall coordination of the Ministry of Internal Affairs and Senior Management of the SLCS. Under this Project, UNDP will partner with relevant government ministries and other partners, notably the British Government's Access to Security and Justice Programme (ASJP) or any other selected programme of the DFID, UNICEF, and other UN Agencies, as well as NGOs, to implement activities specified in Annual Work Plans (AWPs).

The Project Board is co-chaired by the Ministry of Justice (MoJ) and Ministry of Internal Affairs (MIA) and its members will include donors and other implementing partners. The current US funded projects have their own management arrangements which will feed into this project with the SLCS's Project Board chaired by the MIA and US/INL and the Promoting Transparency in Sierra Leone's Judiciary project co-chaired by the Judiciary and US/INL.

The Project Board will meet quarterly in 2017 and 2019 and twice in 2018 to review the Theory of Change (ToC) and the strategic direction of the Project, ensuring accountability, GoSL absorption capacity and sustainability and oversight. The Project Board meetings will also provide a forum for rigorous quality control and review of progress. This will entail setting and revising deliverables and achievement of benchmarks, alongside opportunities for fine-tuning and adjustments, including any prioritization of activities if the Project is not fully funded. To ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with corporate UNDP standards that shall ensure best value to money, fairness, integrity, transparency and effective accountability.

The Project Board will comprise the following:

The Executive: the role of the Executive will be held by the UNDP Country Director and the Ministries of Justice and Interior. The Executive is ultimately responsible for the Project, assisted by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the Project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive should ensure that the Project gives value for money, ensuring a cost-conscious approach to the Project, balancing the demands of beneficiary and supplier.

The Senior Beneficiary: representatives of MoJ/LOD, JSCO, HRCSL, LAB, SLP, IPCB, SLC implementing NGOS and civil society organizations, police, prison, bar association, will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the lifecycle of the Project. The role represents the interests of all those who will benefit from the Project. The Senior Beneficiary role monitors progress against targets and quality criteria.

Senior Suppliers: Donor and representatives of UN agencies will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties, which provide funding and/or technical expertise to the Project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the Project. The Senior Supplier role must have the authority to commit or acquire supplier resources as required.

Quality Assurance: The Quality Assurance role supports the Executive Board and is assumed by the Head of the UNDP Governance Cluster. Together, they carry out objective and independent oversight and monitoring functions on behalf of the Board. This role ensures that appropriate programme management milestones are managed and completed.

The Project Board will specifically be responsible for the following:

- Meeting regularly to deliberate on the Project's progress and revising the Quarterly Progress Reports. The Project Board has a decision-making role within the Project and thus will deliver direction and recommendations to ensure that the agreed deliverables are produced satisfactorily in line with the ProDoc. This also means that the Project Board can make changes to the Project based on the progress reports and recommendations from Project staff and partners alike;
- Revising and assessing the detailed Project Plan and Annual Work Plan (AWP), including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan;
- Providing overall guidance and direction to the Project;
- Addressing any Project related issues as raised by the Project Manager;
- Providing guidance and agreeing on possible countermeasures/management actions to address specific risks;
- Agreeing on the Project Manager's milestones in the Annual Work Plan and quarterly plans when required;
- Reviewing Combined Delivery Reports (CDR) prior to certification by the Implementing Partner(s);
- Reviewing each of the AWP upon completion, and approving continuation to the next AWP;
- Appraising the Project Annual Progress Report, and making recommendations for the next AWP;
- Providing ad-hoc direction and advice for exceptional situations when tolerances of parties are exceeded;
- Providing strategic orientation and recommendations to the Project Manager and implementers;
- Ensuring full implementation of the Project and assuring that all Project deliverables have been produced satisfactorily by the End of the Project;
- Reviewing and approving the final Project report, including lessons learnt;
- Commissioning a Project Evaluation (based on a consensus by the PB).

The Project Management Unit (PMU):

The PMU will be comprised of the following international and national staff:

- i. International Project Manager (P3)
- ii. International Rule of law Specialist (P3);
- iii. International ROL & Human Rights Officer- IUNV (1);
- iv. National Rule of Law Officers (2);
- v. National Rule of Law & M&E Officer (1).
- vi. National Project Assistant (1)
- vii. National Project Associate (1)
- viii. National Area Based Coordinator (1)
- ix. National Driver (1)

International Project Manager (PM (P3)): The Project will be managed by an International Project Manager who will be responsible for the overall implementation and lead the day to day management of the Project, including in administrative and financial affairs. S/he will ensure coherence and implementation of all Project components in accordance with programme strategy and objectives. The PM will also assume an international development partner coordination role: ensuring that the Project is well coordinated with other justice sector programmes implemented by other donors, UN agencies, and international organisations. The PM's Responsibility is

to ensure that the Project provides the right advice to the MoJ and MIA and the other responsible parties and produces the results specified in the annual work-plan, to the required standard of quality and within the specified constraints of time and cost. S/he will be based at UNDP office. It is recommended that the PM spends a % of his/her time in the field given the strong emphasis on area based work (this could be reflected in their ToR and PMD).

International Rule of Law Specialist (P3): The International ROL Specialist is a criminal justice practitioner who will support project implementation of the US/INL supported justice bail and sentencing project, INL Corrections Project as well as supporting relevant counterparts, including providing advice to the Justice Sector Coordination Office, Law Officers Department, IPCB and Police including providing recommendations on criminal justice reform and ensure proper follow up on actions. The ROL Specialist will contribute to support partners for data generation, collection and sharing in the sector. S/he will report to the PM.

International ROL & Human Rights Officer (IUNV): The International ROL & Human Rights Officer will be responsible for implementation of the human rights components, as well as for overseeing the mainstreaming of a 'human rights based approach' throughout all other Project components. This will include working closely with the JSCO, MOFAIC, HRC-SL and civil society organizations to support capacity building, data collection and monitoring, reporting, as well as human rights awareness-related initiatives. S/He will also be the focal person in UNDP for analysis and reporting on human rights issues. S/he will be based at HRCSL's office. S/he will report to the PM. She will coordinate closely with the Senior Human Rights Advisor (OHCHR) in the RC's office, and with OHCHR in Geneva on technical HR issues.

National Rule of Law Officers x 2 (SC): Two National Rule of Law Officers will be responsible for elements within the Project. One will be primarily responsible for Outputs 1 and 2 with a focus on supporting legal aid including working with the LAB to establish a proper normative framework, including policy, guidelines, code of conduct and other relevant policy tool as requested in the legal aid sector. S/he needs to be a senior legal minded individual and with the requisite sound knowledge of gender issues and women rights. S/he will also support JSCO in coordination efforts, as well as in data collection and generation of legal aid issues. S/he will also supervise and provide technical advice to NGOs and other stakeholders selected to provide legal assistance and representation to vulnerable groups. S/he will report to the PM and be partly based at the LAB. The second ROL Officer will primarily support output 3 and be focused on the institutional building component of the Project including the Judiciary, SLP, SLCS and IPCB. S/he will also backstop the IUNV Human Rights Officer.

National Rule of Law & M&E Officer (SC): The National ROL & M&E Officer will have the primary responsibility for monitoring and evaluation and reporting. S/he will ensure that monitoring and evaluation is professionally conducted and clearly linked to the ProDoc's outputs and targets. S/he will support Project IPs and component teams to develop and implement their respective M&E plans (as per M&E framework provided). S/he will collate data and obtain and share programmatic lessons learned with partners, stakeholders, and other UN agencies as requested. S/he will also support the Project team to develop communications and media outreach strategies. S/he will be responsible for conducting capacity development activities with IPs to improve their collection of data and reporting. Given the focus on coordination and supporting the government to improve their data collection including MEL (Monitoring, Evaluation & Learning), the Officer will be required to work closely with the JSCO. S/he will report to the PM.

National Area Based Coordinator (SC): the National Area Based Coordinator will be based in the field and where the area based interventions will be located (location to be determined). S/he will be responsible for implementation of area based activities which are cross cutting across the Project outputs including justice sector coordination, access to justice and institution building. S/he will report to the PM.

Project Associate (SC): the Project Associate will be responsible for backstopping the existing Project Associate and will further support implementation of the Programme and support M&E Officer together with the other Project Associate and oversee progress against disbursements (the two Project Associates will thus be part of MEL team). S/he should spend a % of their time in the field working with the National Area Based Coordinator and IPs' finance officers to ensure financial internal control mechanisms are well established and respected within operations. S/he will report to the PM.

Project Assistant (SC): will provide support to the Project Associate and the overall Project in its implementation phase. His/her duties will include Project administration and support to ensure necessary upload in Atlas systems, Project support in the timely delivery of Project activities as they relate to the disbursement of funds to partners, follow up on administrative and financial submission, follow up with internal processes to ensure there is no gap in the channelling of documents and information.

Driver (SC): it is recommended that one driver is retained (or from the existing pool) to support the Area based Coordinator.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This Project Document (ProDoc) 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."

Option b. Where the country has NOT signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

The ProDoc shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the ProDoc, attached hereto and forming an integral part hereof, as "the ProDoc".

Option c. For Global and Regional Programmes

This Project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "ProDoc" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Programme Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This Project will be implemented by the agency (name of agency) (“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.

RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, 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 ProDoc [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁴⁰.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the ProDoc 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 into under/further to this ProDoc.
4. Consistent with UNDP’s Programme and Operations Policies and Procedures, 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>).
5. The Implementing Partner shall: (a) conduct Project and project-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the Project 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.

⁴⁰ Use bracketed text only when IP is an NGO/IGO

6. All signatories to the ProDoc shall cooperate in good faith with any exercise to evaluate any Project 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.

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [Project funds]⁴¹ [UNDP funds received pursuant to the ProDoc]⁴² 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 into under this ProDoc.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (a) conduct Project and pProject-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 Project 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. All signatories to the ProDoc shall cooperate in good faith with any exercise to evaluate any Project 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.

Option c. CSO/NGO/IGO

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, 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.

⁴¹ To be used where UNDP is the Implementing Partner

⁴² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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 ProDoc [and the Project Cooperation Agreement between UNDP and the Implementing Partner]⁴³.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Programme 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. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this ProDoc.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, 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>).
5. The Implementing Partner shall: (a) conduct Project and Project-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 Project 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.
6. All signatories to the ProDo shall cooperate in good faith with any exercise to evaluate any Project 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.

Option d. UN Agency other than UNDP

1. [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [Project funds]⁴⁴ [UNDP funds received pursuant to the ProDoc]⁴⁵ 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 into under this ProDoc.

⁴³ Use bracketed text only when IP is an NGO/IGO

⁴⁴ To be used where UNDP is the Implementing Partner

⁴⁵ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

3. Consistent with UNDP's Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (a) conduct Project and Project-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 Project 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. All signatories to the ProDoc shall cooperate in good faith with any exercise to evaluate any Project or Project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to programme sites, relevant personnel, information, and documentation.

Option e. Global and Regional Programmes/Projects (under UNDP implementation/DIM)

1. 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. 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. 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 this agreement.
2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the ProDoc 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 into under this ProDoc.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (a) conduct Project and Project-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 Project 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. All signatories to the ProDoc 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.

X. 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 project's in which UNDP is Administrative Agent only and/or project's 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 project's with no country level activities).*

3. Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) 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

6. Problem tree and Theory of Change

