



Justice sector
Coordination Office

Enhancing Justice Delivery

SIERRA LEONE'S JUSTICE SECTOR REFORM STRATEGY (2024-2030)



JUSTICE SECTOR COORDINATION OFFICE
Enhancing Justice Delivery

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**Statement of H.E. Dr. Julius Maada Bio, President of the Republic of Sierra Leone
on the Government of Sierra Leone Justice Sector Reform Strategy.**



Fellow Sierra Leoneans, distinguished ladies and gentlemen, I was elected president against the backdrop of a reform agenda called the “New Direction”. A compelling priority of my New Direction agenda is a strong commitment to advancing the rule of law and promoting justice and human rights. We have translated this bold vision, first into one of the pillars of the Big-Five Game Changers—reform of the Public Sector, and then into the Government of Sierra Leone’s

Medium-Term National Development Plan which seeks to “ensure that all citizens benefit from a fair, impartial, and effective justice sector through enabling increased access to justice, expedition of justice, protection of human rights, and equal opportunities for economic development.”

Advancing the rule of law, and promoting justice and human rights strongly resonate with my government’s development aspirations. These aspirations underscore that justice and accountability are indispensable to our growth as a nation. We believe that income and social disparities result in disparities in access to justice. We believe that citizens should be treated fairly and equally in criminal and civil proceedings and we can narrow the gaps between the rich and poor by providing assistance to those who cannot afford the cost of formal legal processes.

We believe that by assuring businesses that do and want to do business in our country that they have access to all legal rights provided for in our laws, we do provide a secure environment for investment and the growth of businesses. We believe that the regulatory environment should be friendly, transparent, predictable, and reassuring and all investments and businesses are secure.

Our investments in the justice sector is also directly tied to our Governance and human development aspirations. When citizens know their rights and how to advocate for those rights, they can hold governments accountable. That is why our investments in human capital development as part of the Big-Five Game Changers is a human rights issue. When more of our citizens access the right to health and to education, they are more likely to get a better life, engage in governance, and grow the economy.

I am pleased that at the heart of this justice sector reform strategy, is the people. Putting people at the center of our investments in access to justice is the right thing to do. A justice system should place the needs, rights, and participation of individuals and communities at the forefront of the justice delivery process. It is called a People-Centered Justice. That is how we are going to approach our justice delivery process in this country.

Since I became President in 2018, I am proud of the investments we have made so far. Though not enough, and that we intend to do more through implementation of this strategy, it pleases me to note that the justice sector in Sierra Leone has been

undergoing a sustained reform process over these years. These reforms have aimed at increasing access to justice for all, but particularly for the marginalized and vulnerable which largely includes women.

We know that access to justice has been more glaringly crucial to the accomplishment of the Millennium Development Goals, and it remains a crucial part of meeting Sustainable Development Goals by 2030. Twenty-four years into the 21st century, we have seen and heard about the lack of access to justice and the attendant consequences all over the world. But also, we have seen how concrete policy actions on access to justice have transformed societies, consolidated peace, security and development. Sierra Leone is a concrete example. Therefore, my government's continued commitment to creating the relevant enabling environment for access to justice for all is not a choice, but a compelling obligation for the promotion and protection of human rights, the rule of law and sustainable development.

I ask you all to join me in implementing the strategic objectives, key policy areas, and key activities we have identified in my Government's Justice Sector Reform Strategy (2024-2030).

THANK YOU.

Forward



When His Excellency, President Julius Maada Bio tasked us to think big, work together and invest in reforms that will outlive our services in government, he specifically mentioned the need to reform the justice sector of Sierra Leone.

The strategy we have developed is a product of those directives. My office is proud to have translated His Excellency's bold vision into an actionable and implementable strategy that will deliver justice for the people of this country. *The strategy we have developed feeds from the Government of Sierra Leone's "New Direction" policy which commits to "...undertake an overhaul of the judiciary and the justice delivery system in the country with a view to restoring public confidence in its independence and impartiality and make justice accessible and available for all". This broad vision has guided us in the development of this strategy.*

The overarching goal of this Strategic is to have *a strengthened service delivery in the justice sector which guarantees fair, impartial and effective justice for all in Sierra Leone.*

In order to meet this goal, the Strategy has identified four specific objectives/outcomes, eighteen Key Policy Areas, and 80 Key Activities.

When you read this strategy in detail, you'll be tempted to say that we are very ambitious. Yes, we are. That is exactly what our President has charged us to do—that we should think big. And that is why we have developed an implementation plan to accompany this strategy.

It is my hope that you find the details of this strategy useful and that we can all use it to work together for an effective, efficient, impartial and accessible justice system. It gives me the greatest pleasure to present to you all, the Justice Sector Reform Strategy for Sierra Leone.

Mohamed Lamin Tarawally Esq.
Attorney General and Minister of Justice.

List of Abbreviations

| | |
|--------|--|
| ACC | Anti-Corruption Commission |
| ADR | Alternative Dispute Resolution |
| CBOs | Community-Based Organisations |
| CPA | Criminal Procedure Act |
| CSOs | Civil Society Organisations |
| DPP | Director of Public Prosecutions |
| FSU | Family Support Unit |
| GEWE | Gender Equality and Women's Empowerment |
| HRCSL | Human Rights Commission of Sierra Leone |
| ICT | Information and Communication Technology |
| IGP | Inspector General of Police |
| IPCB | Independent Police Complaints Board |
| JLSC | Judicial and Legal Service Commission |
| JSCO | Justice Sector Coordination Office |
| JSRS | Justice Sector Reform Strategy |
| JSRSIP | Justice Sector Reform Strategy and Investment Plan |
| KPAs | Key Policy Areas |
| LAB | Legal Aid Board |
| LRC | Law Reform Commission |
| M&E | Monitoring and Evaluation |
| MDAs | Ministries, Departments and Agencies |
| MoF | Ministry of Finance |
| MoGCA | Ministry of Gender and Children's Affairs |
| MoW | Ministry of Works |
| NaMEA | National Monitoring and Evaluation Agency |

| | |
|---------|--|
| NGOs | Non-Governmental Organisations |
| NSC | National Security Council |
| OAG/MOJ | Office of the Attorney General and Minister of Justice |
| OARG | Office of the Administrator and Registrar |
| ONS | Office of National Security |
| RF | Results Framework |
| SDG | Sustainable Development Goals |
| SGBV | Sexual and Gender-Based Violence |
| SLCS | Sierra Leone Correctional Service |
| SLLS | Sierra Leone Law School |
| SLP | Sierra Leone Police |
| TBD | To be determined |
| ToC | Theory of Change |
| UNDP | United Nations Development Program |

Chapter 1: Introduction

The Government of Sierra Leone's Justice Sector Reform Strategy (2024 -2030) builds upon the achievement of the Justice Sector Reform Strategy and Investment Plan IV (JSRSIP 2018-2023). It gives direction to the sector within the period specified, which is geared towards supporting the country's aspirations of increasing access to justice and safeguarding the rule of law. The Strategic Plan is aligned with the country's National Medium-Term Development Plan 2024 – 2030 and commitments made in the New Direction Manifesto of 2023-2028. It seeks to consolidate gains made in improving access to justice in the last five years of the current Government, accelerate transformation, aspire to advance the rule of law and promote justice and human rights.

The Justice Sector Reform plan is influenced by the strategic objective in Enabler 2- "Inclusive and Accountable Institutions" in the country's Medium-Term National Development Plan (2024-2030) which seeks to "ensure that all citizens benefit from a fair, impartial, and effective justice sector through enabling increased access to justice, expedition of justice, protection of human rights, and equal opportunities for economic development."

This is in line with the country's commitment to meet Sustainable Development Goal targets for peace, justice and inclusion (SDG16+) by 2030.

In developing the plan, considerations were given to progress made under the JSRSIP IV and existing challenges. It has been developed using the well-established sector coordination structures led by the Justice Sector Coordination Office (JSCO) and has involved all stakeholders in the justice sector. The consultations identified key sector priorities, challenges, and recommendations.

As of date, four Sector Reform and Strategic Investment Plans have been developed and implemented, and these have resulted in notable improvements broadly on access to justice delivery in the country. Despite the gains, there are still challenges, which though significant, are not insurmountable. There is still huge backlog of cases in the court system, overcrowding and a high number of inmates in the Correctional Centre who are unsentenced, public perception of the sector remains low, poor case management infrastructure, and far-to-reach areas still struggle with access to justice, to name a few.

Ensuring justice is present and accessible in society is crucial for fostering peace, stability, and economic advancement in Sierra Leone. This Strategic Plan aims to rectify the deficiencies and shortcomings identified in the previous Plan and to leverage the successes of the previous Plan to empower Sierra Leoneans to lead lives of dignity and respect, upholding the rule of law while addressing overlooked aspects of justice delivery.

The implementation of the previous Strategic Plan encountered numerous obstacles, including insufficient human and financial resources, inadequate data management systems, and limited public engagements. Moreover, challenges such as limited

collaboration among government agencies, disjointed efforts, and outdated data systems hindered progress. These issues resulted in a limited focus on utilizing the JSRSIP IV as a strategic roadmap with defined targets to achieve within specified timelines. Many government agencies grappled with aligning their initiatives with the objectives outlined in JSRSIP, often emphasizing outcomes over the critical activities necessary for realizing those outcomes. Consequently, the full potential of the Plan is yet to be actualized, prompting this Plan to pick up from where the last one left off. In response to the increasing demand for justice services, this Strategy is harmonized with the Government of Sierra Leone's Medium-Term National Development Plan (2024-2030).

1.1 Processes and Approach in Developing the Strategic Plan

The Sierra Leone Justice Sector Reform Strategy (2024 -2030) was developed in a participatory and consultative process. This is to ensure sector-wide ownership by all institutions involved in justice delivery. The processes involved, first conducting a desk review of various justice sector documents including the JSRSIP IV. Findings from these reviews were consolidated to come up with the underlying issues that formed the basis for consultations with sector institutions. The next phase was the conduct of a series of wide-ranging consultations where representatives from sector institutions were engaged in a process to gather strategic inputs. A Technical Working Group was constituted, which included senior-level staff from the relevant justice sector Ministries, Departments and Agencies (MDAs), development partners, civil society organisations and academic institutions. Several technical workshops and meetings were held to review the performance of the previous Plan and to solicit feedback from stakeholders. These workshops and meetings were vital in assessing the strengths, challenges and opportunities in the justice sector. Consultations and validation meetings were also held with the leadership team in government, comprising the Chief Minister, the Chief Justice, the Attorney General and Minister of Justice, and other Ministers whose ministries are part of the justice delivery chain (internal affairs, local government and community affairs, finance, planning and economic development, gender and children's affairs, etc.).



Justice Sector Leadership Meeting – The Chief Minister and heads of relevant MDAs in the justice sector meet to discuss the Justice Sector Reform Strategy



The Attorney-General and Minister of Justice meets with technical experts in the justice sector on the Justice Sector Reform Strategy



The Coordinator of the JSCO leads discussions with the technical experts of the justice sector on the development of the Justice Sector Reform Strategy



The Deputy Minister of Justice leads nationwide stakeholder consultations on the Justice Sector Reform Strategy



Technical staff and civil society experts at a workshop on the Justice Sector Reform Strategy

Chapter 2: Justice Sector Institutional Framework

The following Ministries, Departments and Agencies (MDAs) are considered to make up the justice sector of Sierra Leone:

- The Office of the Attorney-General and Minister of Justice
- The Justice Sector Coordination Office
- The Sierra Leone Judiciary comprising the Supreme Court, Court of Appeal, High Court, Magistrates' Courts and the Local Courts
- The Ministry of Gender and Children's Affairs
- The Ministry of Internal Affairs
- The Sierra Leone Police
- The Sierra Leone Correctional Service
- The Legal Aid Board
- The Anti-Corruption Commission
- The Human Rights Commission of Sierra Leone
- The Judicial and Legal Service Commission
- The Law Reform Commission
- The Office of the Administrator and Registrar General
- The Independent Police Complaints Board
- The Office of the Ombudsman
- The Sierra Leone Law School
- The Office of National Security

Below are brief descriptions of the various MDAs and their mandates within the justice sector.

The Office of the Attorney-General and Minister of Justice

The Office of the Attorney General and Minister of Justice (OAG/MOJ) is established pursuant to Section 64 of the 1991 Constitution of Sierra Leone to serve as the principal legal adviser to the Government of Sierra Leone. Sections 65 and 66 provide for the appointments of the Solicitor-General and Director of Public Prosecutions, respectively. Section 64 (3) provides that all offences prosecuted in the name of the Republic of Sierra Leone shall be at the suit of the Attorney-General and Minister of Justice or some other person authorised by him in accordance with any law governing the same.

In subsection (4), the Attorney General has audience in all Courts in Sierra Leone except local courts.

The Office of the Attorney General and Ministry of Justice has three broad mandates as provided hereunder: -

- i. Drafting Legislation on behalf of Government.
- ii. Prosecution of criminal matters for and on behalf of Government

- iii. Providing legal advice to the Government and taking responsibility for all legal matters nationally and internationally.

The Attorney General and Minister of Justice manages all the government's justice delivery initiatives. In furtherance of the responsibilities of the Attorney General and Minister of Justice, the Office of the Deputy Minister of Justice was created to assist the Attorney General and Minister of Justice in carrying out his/her responsibilities in a timely and professional manner.

The Sierra Leone Judiciary comprises the Supreme Court, Court of Appeal, High Court, Magistrates' Courts and, most recently, Local Courts

The Judiciary of Sierra Leone is established under Chapter VII of the 1991 Constitution of Sierra Leone. Under Section 120(1) of the Constitution, the judicial power of the country is vested in the Judiciary of which the Chief Justice is the head. The Judiciary comprises the Superior Courts of Judicature and other subordinate and traditional courts established by Parliament.

The Judicature is composed of the Supreme Court, the Court of Appeal and the High Court. In the country, the Supreme Court is the highest in rank, followed by the Court of Appeal and the High Court. The Magistrate's Court is the subordinate Court of Judicature, and under the Courts Act, No. 31 of 1965, it is constituted into judicial districts. Section 4 of the Act particularly provides for the constitution of Magistrate's Courts in every judicial district of the country.

By implication of Section 120(4) of the 1991 Constitution, Local Courts also fall under the jurisdiction of the Judiciary.

With the advice of the Judicial and Legal Service Commission, the President of Sierra Leone appoints the Chief Justice and Parliament approves the appointment.

By the 1991 Constitution, the Judiciary is the third arm of the Government, mandated to exercise judicial functions subject to only the Constitution and the laws of the country. So, the Judiciary adjudicates over all criminal and civil matters.

The Justice Sector Coordination Office (JSCO)

The Justice Sector Coordination Office was set up in 2007 as the main outfit established to facilitate, develop and support the implementation of the Government of Sierra Leone's priority reforms within the Justice Sector while actively soliciting the requisite resources to fund these reforms. It was borne out of the recognition that the gains of post war stability can only be consolidated in a just and secured environment where governance institutions work together in a coordinated manner to achieve the broader development agenda of the government -thus, the emphasis on ensuring coordinated and systemic approach to reforms in the Justice Sector.

The establishment of the JSCO was part of an understanding between the Government of Sierra Leone and development partners as the hub for the interfacing of Government

MDAs, CSOs and Development Partners/Donor communities within the Justice Sector. Since 2007, the JSCO has transitioned from a largely donor-funded unit with about five key staff to a fully Government sub-vented Office. This transition reinforced government's commitments not just to the recognition and relevance of the JSCO, but significantly also, the continued political visibility toward Justice Sector Reform.

Visit our website on <https://jsco.gov.sl/>

The Ministry of Gender and Children's Affairs

The Ministry of Gender and Children Affairs was established in 2020 after the erstwhile Ministry of Social Welfare, Gender and Children Affairs was separated into the Ministry of Social Welfare and the Ministry of Gender and Children's Affairs. This establishment of the MoGCA underscored the importance Government places on the well-being of Children as well as the need for Gender parity in Sierra Leone.

The Ministry of Gender and Children's Affairs is mandated to undertake the following:

- Lead the development, implementation and monitoring of the policy and legal framework for issues relating to Women and Children.
- Lead on development and monitoring of policies related to Gender and Children issues.
- Take necessary actions to achieve full participation of women in development.
- Address issues of violence against Women and Children.
- Liaise with Development Agencies and NGOs addressing the needs of Women and Children.
- Collaborate with the relevant Ministries, Departments and Agencies working on Gender and Children's Issues.
- Mobilization of resources in support of Gender and Children related projects.
- Ensure a Gender and Child responsive national development framework.

The Ministry of Internal Affairs

The Ministry of Internal Affairs in Sierra Leone is responsible for overseeing internal security, law and order, and various domestic administrative functions. The ministry plays a crucial role in maintaining peace and stability within the country. Its responsibilities include:

1. *Police Services*: Overseeing the Sierra Leone Police Force, ensuring effective law enforcement and public safety.
2. *Immigration Services*: Managing immigration policies, border control, and the issuance of passports and visas.
3. *Prison Services*: Administering the prison system, including the management of correctional facilities and the rehabilitation of inmates.
4. *Disaster Management*: Coordinating responses to natural disasters and emergencies, including preparedness and relief efforts.

The Sierra Leone Police

The **Sierra Leone Police (SLP)** is the national police force of the Republic of Sierra Leone. It is primarily responsible for law enforcement and crime investigations throughout Sierra Leone. The Sierra Leone Police is under the jurisdiction of the Sierra Leone Ministry of Internal Affairs, a cabinet ministry in the Government of Sierra Leone.

The Sierra Leone Police is headed by the Inspector General of Police (IGP), who is appointed by the President of Sierra Leone and confirmed by the Sierra Leone Parliament. The President has the constitutional authority to fire the Inspector General of Police at any time.

The Sierra Leone Police was established by the British colony in 1894 and is one of the oldest police forces in West Africa.

The key functions of the Sierra Leone Police include: Crime prevention, protecting lives and properties, detecting and prosecuting offenders, maintaining public order, ensuring safety and security and enhancing access to justice.

The Sierra Leone Correctional Service (SLCS)

The SLCS obtained its current name as a result of the enactment of the Sierra Leone Correctional Service Act 2014. Before that, it used to be the Sierra Leone Prisons Service, having been established by the Prisons Ordinance Act 1960. While the Prisons Service had a mainly punitive focus, the Correctional Service has a transformative and re-integrative agenda.

The Freetown Male Correctional Centre (known as Pademba Road Maximum Security Prison before the passage of the 2014 Act) is still the largest detention centre in the country, after its establishment in 1914.

The SLCS has the general mandate of protecting society through the safe keeping of inmates in secure and kind conditions. Significantly, the Service also helps provide for the rehabilitation of and reintegration into society of inmates.

The Legal Aid Board

The Sierra Leone Legal Aid Board was formed in 2012 with the responsibility to provide free legal aid services for indigent persons including legal representation, advice, assistance, legal and community-based outreach, alternative dispute resolution etc. The LAB is headed by a Director and superintended over by a Board appointed by the President of Sierra Leone. The LAB has broad responsibilities to provide, administer, coordinate, and monitor the provision of legal aid in civil and criminal matters. It is also responsible for accrediting persons or bodies to provide legal aid including paralegals, civil society, university law clinics, legal practitioners, and NGOs. In the performance of its functions, the Board is not subject to the direction or control of any person or

authority. Section 14 of the Legal Aid Board Act provides that the Board shall appoint at least one paralegal to each chiefdom in the country who shall be responsible for providing advice, legal assistance and legal education to the Paramount Chief and the inhabitants of the Chiefdom, and where appropriate, assist in diverting certain cases to the formal justice system.

The Anti-Corruption Commission

The Anti-Corruption Commission (ACC), being a creature of Parliament, was established in 2000 by the Anti-Corruption Commission Act of 2000; an Act that was amended in 2002. Owing to the limitations posed by the 2000 Act (as amended in 2002), the said Act was repealed and replaced by the Anti-Corruption Act of 2008. The 2008 Act, inter alia, gave prosecutorial powers to the Anti-Corruption Commission. The Anti-Corruption Act of 2008 was amended in 2019 to make corruption a high-risk and low-return venture.

The Commission was established as an independent institution to lead in the fight against and control of corruption through prevention, investigation, prosecution and public education. It has powers to investigate and punish corruption in addition to other related tools useful to detect, suppress, control and eradicate corruption.

The Human Rights Commission of Sierra Leone

The HRCSL was established by the Human Rights Commission of Sierra Leone Act 2004 (Act No.9 of 2004). It is one of the results of the country's post-war recovery efforts, and it has a remarkable chapter in the Government's human rights successes.

By law, the Commission's overall mandate is to protect and promote human rights in the country. Sections 7, 8 and 9 of the 2004 Act confer wide-ranging powers on the Commission in the execution of its mandate.

The Judicial and Legal Service Commission

Sierra Leone's Judicial and Legal Service Commission (JLSC) is an important institution responsible for the appointment, promotion, and discipline of judges and other legal officers within the country. The JLSC is responsible for ensuring that the judiciary is independent, impartial, and efficient in the administration of justice.

The Law Reform Commission

The general mandate of the LRC is declared in Section 3 of the Law Reform Commission Act 1994 as amended in 1996 to 'keep under review all the law both statutory and otherwise, from time to time in force in Sierra Leone for the purpose of their reform, development, consolidation and codification'. The Commission also has a mandate to take other initiatives for the enactment of new laws in appropriate circumstances.

The Office of the Administrator and Registrar General

The Office of the Administrator and Registrar (OARG) was established as a Corporation solely to house the General Registry for the depository of all registers, instruments, records and copies thereof as directed by any Ordinance. The Office has seven sections; Lands Registry, Business Registry, Marriage Registry, Intellectual Property Registry, Estates, Gratuity and Legal Section. The OARG's mandate is to ensure an efficient and effective administration and

registration of entities such as business registration, land transactions, industrial property, marriages and administration of the estates of deceased persons as provided by law.

The Independent Police Complaints Board

The Independent Police Complaints Board (IPCB) is an independent civilian oversight body for the Sierra Leone Police (SLP), established by the Police Council under Section 158 (2) of the Constitution of Sierra Leone 1991 (Act No. 6 of 1991). The mandate of the IPCB is set out in The Independent Police Complaints Board Regulations, 2013.

Under sections 3 (1) and (2) of the Independent Police Complaints Board Regulations 2013, the Board is mandated to receive and investigate complaints of police abuses against civilians and to proffer recommendations to remedy the situation.

The Office of the Ombudsman

Chapter VIII of the Constitution of Sierra Leone (Act No. 6 of 1991) and the Ombudsman Act (Act No.2 of 1997) provide for the establishment of the Office of the Ombudsman, but the Office was set up in 2000. The Office is an independent institution within the country's justice sector.

The Ombudsman is appointed by the President with the approval of Parliament. The Office receives, investigates, mediates and resolves complaints made against administrative decisions and malpractices of the public sector, and institutions of higher learning set entirely or partly out of public funds.

The Sierra Leone Law School

The Sierra Leone Law School was established by the Council of Legal Education on 23rd February 1990, a year before the Council was established. The Council came into existence on 29th September 1989 under the provisions of the Council of Legal Education Act (Act No.1) 1989.

Before the establishment of the School, Sierra Leoneans had to undertake their legal studies abroad, invariably either in Great Britain or in the Republic of Ireland. Admission into the legal profession in Sierra Leone was then regulated by the Legal Practitioners Cap 11 of the Laws of Sierra Leone 1960. The first significant step in the training for the legal profession locally was the establishment of a Faculty of Law at Fourah Bay College, University of Sierra Leone.

The overall mandate of the Law School is to offer to the public courses of professional legal training and to conduct final examinations for persons seeking to become members of the legal profession in Sierra Leone. Under the 1989 Act, the Council of Legal Education, is mandated to establish and serve as the governing body of the Law School.

The Office of National Security

The Office of National Security (ONS) was established by an Act of Parliament – The National Security and Central Intelligence Act (2002) by the end of Sierra Leone’s 1991-2002 rebel war. It was to serve as the secretariat of the National Security Council (NSC) to fulfill an urgent demand for a high-level authority to provide for the coordination and oversight of the security sector, the object for which the NSC was established to provide the highest forum for the consideration and determination of matters relating to the security of Sierra Leone.

Chapter 3: Strategy Direction and Priorities

The direction and priorities of the strategic plan will be discussed and presented as the overall goal, specific objectives/outcomes, key policy areas and planned activities for the entire sector. In light of the above, the strategy has developed and articulated one overall goal, four (4) specific objectives/outcomes, eighteen (18) key policy actions and eighty (80) activities.

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

The overarching goal of this Strategic Plan is to have *a strengthened service delivery in the justice sector which guarantees fair, impartial and effective justice for all in Sierra Leone.*

To meet this goal, the following four specific objectives/outcomes have been identified;

1. Increased Equal Access to Justice for All Through a People-Centred Approach.
2. Improved Case Management and Expedited Justice Delivery.
3. Enhanced Adherence to Human Rights and the Rule of Law.
4. Strengthened Capacity for Improved Service Delivery of Sector Institutions.

The following assumptions are critical for the successful implementation of the strategy:

- a) There is ownership by sector institutions and there is a commitment to the implementation of the Plan.
- b) There is the political will to transform the Justice Sector Coordination Office (JSCO) into a Directorate within the justice sector and there is acceptance and cooperation by other stakeholders
- c) There is an acknowledgment of the critical requirement to work together and streamline service delivery that ensures reform effectiveness.
- d) Availability of financial resources to support the implementation of aspects of the Plan.

Specific Objective/Outcome 1:

Increased Equal Access to Justice for All Through a People-Centered Approach

While public accessibility to justice has undoubtedly improved over the past decade, the demand for justice across the country still far outweighs the supply. If the justice sector is to successfully meet the needs of all Sierra Leoneans striving to achieve justice, meaningful developments and collaboration must be undertaken to expand equal access to justice for all across the country using a people-centred approach. Through a people-centred justice, the strategy will use a systemic approach to prevent and resolve people's justice problems. It will prioritize data collection to design and support evidence-based policies and systems, which will help in understanding people's justice needs, their experiences of trying to seek justice, the justice they receive, and will deliver fair outcomes for them. It will ensure that people are empowered to understand, use, and shape laws and policies enabling them to claim their rights, seek justice, and resume their daily lives. Through this, the strategy will seek to transform institutions, simplify processes, and make services accessible by breaking down barriers to justice, which have both social and economic benefits. If we are to strengthen the rule of law and build democratic resilience in Sierra Leone, putting the people at the centre of our efforts to provide access to justice should be a priority. Ministries, Department and Agencies (MDAs) and relevant Civil Society Organisations (CSOs) must all cooperate in order to successfully provide a people-centred justice throughout Sierra Leone. Six Key Policy Areas (KPA's) have been highlighted to achieve this strategic objective, namely;

Key Policy Area 1.1: Justice sector facilities/structures/institutions widely available to citizens

Key Policy Area 1.2: Awareness and public information on access to justice conducted

Key Policy Area 1.3: Legal Aid expanded

Key Policy Area 1.4: Institutionalize Alternative Dispute Resolution Mechanisms

Key Policy Area 1.5: Ombudsman and the Independent Police Complaints Board expanded.

Key Policy Area 1.6: The work of non-state actors (NGOs, CSOs and CBOs) who provide access to justice services in civil, criminal and family matters are supported.

Key Policy Area 1.1: Justice Sector Facilities/Structures/Institutions Widely Available to Citizens

A number of courts have been constructed and made operational in district headquarter townships in recent years. While this is a good step forward, more needs to be done, especially noting that a significant percentage of people in rural communities engage with the justice system and get their justice needs met outside the formal court system. Continuing to increase the number of justice institutions across the country is a more long-term and sustainable solution to meeting the justice needs of the public. This will ensure a strong judicial infrastructure and justice delivery process in the country. Key indicators for the success of this outcome include the

construction and operationalization of more courts while also broadening the reach of community paralegals, setting up mediation centers/systems, expanding the scope of community legal clinics where people are able to seek answers to their justice questions/concerns, reform and build capacity for chiefdom police, local courts and justices of the peace, reforming the correctional service facility and decreasing incidents of incarceration especially for low-value offenses which significantly affect poor people, and increasing the presence of police and other law enforcement institutions in all parts of the country. Secured accommodation for judges, magistrates, state counsel and legal aid lawyers/paralegals will help make these investments successful and enhance increased access to justice for all citizens. Through these investments, we would ensure that everyone lives within a reasonable distance of a legal centre/facility where their justice needs can be met.

The enactment of the Criminal Procedure Act, 2024 is a major milestone in the justice delivery process as amongst other reforms, it introduces suspended and alternative sentencing for some offenses other than imprisonment, shortens the time for trials in criminal matters, and provides protective measures for vulnerable witnesses who are subjects of or take part in the justice delivery process. With the enactment of this Act, there is a need to enhance support structures to ensure that sentencing and bail regulations are adhered to, that police bail is reformed, and other laws, including petty offenses which affect poor communities, are repealed and replaced.

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

This, in combination with increasing justice dispensation mechanisms will help decrease the drastic backlog of cases and number of people held in remand than what the justice sector is currently grappling with. In addition to increasing the number of operational institutions, there should also be a focus on ensuring that the courts are adequately equipped to deal with emerging crimes and the use of diversion as a means of preventing the further clogging of the system.

Key activities:

1.1.1: Construction of additional courts, legal aid offices, setting up of mediation centres, expanding legal clinics and police stations in district headquarters, major towns and chiefdoms across the country, and within reasonable distances to communities.

1.1.2: Construction of a “Justice Complex” at the Special Court for Sierra Leone facility as a “One Stop” justice facility, housing all relevant MDAs in the justice sector.

1.1.3: Construct alternative detention centres for those in remand, and not yet convicted

1.1.4: Recruitment of resident judges, magistrates, support staff across the country.

1.1.5: Construction of residences for judges, magistrates, and state counsel in the provinces

1.1.6: Building the capacity of Chiefdom Police Force, Local Courts and Justices of the Peace (JPs) to support local justice delivery.

Key Policy Area 1.2: Awareness and Public Information on Access to Justice Conducted.

In recent years, significant efforts have been made to improve the perception of the public about the independence and impartiality of the judiciary and other justice sector institutions. Negative perception, particularly of the judiciary has implications for not just peace and security, but also for those with business interests. In order to improve the confidence of the general public and investors in the system, the Judiciary must undergo significant changes in order to capture a public perception of independence, impartiality, judicial economy, and equal access to justice. This may be achieved through a robust communication and information management system, and effective stakeholder engagement. It is critical to communicate the successes, challenges, and certain internal elements of the Judiciary to the public so as to ensure a perception of a transparent and trustworthy justice sector. Establishing public confidence in the justice sector will contribute to peace, security and general economic development in the country.

Key Activities:

1.2.1: Development and rollout of weekly radio programmes at national and community levels across the justice sector.

1.2.2: Targeted community meetings on the roles of justice sector institutions including local courts, mediation centres and the legal aid board

1.2.3: Development and dissemination of programmes promoting access to justice through various media outlets.

Key Policy Area 1.3: Access to Legal Aid Expanded

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

Considering the need for legal aid and government's commitment to ensuring its provision, it is imperative to build capacity of community justice service providers, expand access to particularly women and other vulnerable groups and promote the professionalization of the paralegal system across the country. It is important also that the Legal Aid Board plays a more strategic mobilizing and standards setting role,

while ensuring the plethora of community justice institutions have the capacity and resources to deliver legal assistance across the country. In this regard, there is a critical need to roll out a national paralegal training regime to build the capacity of an emerging crop of paralegals across the country, recruit and train more lawyers to provide legal aid to indigent citizens, and increase salaries for Legal Aid Board lawyers to put them at par with their counterparts in the Law Officers Department. It is also important to upscale existing initiatives that foster access to justice to inmates who are either arbitrarily arrested or are victims of prolonged detention due to wrongful decisions. Legal Aid Board should be supported to work in collaboration with the judiciary and the Sierra Leone Correctional Services (SLCS) to expand services to inmates in correctional centers countrywide through special prison court sittings.

Key Activities:

- 1.3.1:** Establish legal aid offices/outpost in populated and hard to reach communities
- 1.3.2:** Recruit and train at least 25 more legal aid lawyers
- 1.3.3:** Increase total number of paralegals for the Legal Aid Board to at least 380 so that each of the 190 chiefdoms has at least 2 paralegals
- 1.3.4:** Support Prison Court sittings to enhance inmates' access to justice
- 1.3.5:** Conduct capacity building trainings for community paralegals
- 1.3.6:** Establish and facilitate Justice Hub Interactive sessions where paralegals actively listen and document pertinent and unresolved justice problems as presented by community residents
- 1.3.7:** Support SGBV prevention and response initiatives to enhance survivors' access to justice
- 1.3.8:** Conduct of perception survey on the work of legal aid board and use such information for improved service delivery

Key Policy Area 1.4: Institutionalize Alternative Dispute Resolution Mechanism

Alternative Dispute Resolution (ADR) mechanisms have been greatly improved in recent years. The Legal Aid Board has implemented an ADR program that has diverted a huge number of potential legal issues from the courts. Not only do these mechanisms increase access to justice for all, but they contribute to decongesting judicial institutions and thus expedite justice. Tools like mediation and arbitration have provided an alternative route to the formal justice system for dealing with legal conflicts. The success of ADR mechanisms requires experienced and capable paralegals, as well as trusted and trained mediators who are respected in their communities. Thus, while this pathway to justice has been ameliorated, more improvements can be made in the training and capacity-building of mediators in the community. The justice sector should build upon the successes of the ADR programmes to ensure they become a cemented mechanism and tool for dispensing justice. Additionally, there are potential ways to alleviating the burden on the formal justice system by further promoting ADR programmes. This includes formalising institutions that specialise in ADR, creating a uniform set of requirements that qualifies a person for ADR, or demanding an attempt

at ADR for some legal matters before resorting to the formal court system. It is therefore important that the Mediation Bill be enacted into law before the end of 2024.

Key Activities

1.4.1: Enact the Mediation Bill into law

1.4.2: Set up the institutions responsible for regulating mediation in the country

1.4.3: Set-up mediation centres across the country

1.4.4: Identify, certify and train mediators in line with the proposed Mediation law.

1.4.5: Raise awareness about ADR as an access to justice mechanism in the country

Key Policy Area 1.5: Ombudsman and the Independent Police Complaints Board expanded.

Expanding the Office of the Ombudsman and the Independent Police Complaints Board (IPCB) across all district headquarters is a critical step towards enhancing oversight and accountability in the justice sector. The establishment of these offices will ensure that citizens in every district have access to mechanisms for lodging complaints and seeking redress for grievances. By recruiting adequate staff for these offices, the Ombudsman and IPCB will be equipped to handle a higher volume of cases and conduct thorough investigations into allegations of misconduct and abuse of power. This expansion aims to make oversight bodies more accessible and responsive to the needs of the population, thereby improving their effectiveness and credibility.

Outreach activities by the Ombudsman and IPCB are essential for informing the public about their roles and how to engage with these institutions. These activities will help demystify the processes involved in filing complaints and highlight the importance of oversight in maintaining justice sector integrity. Conducting bi-annual perception surveys will provide valuable insights into public opinion regarding the work of the Ombudsman and IPCB, allowing these bodies to adjust their strategies and operations based on feedback. This output, with its focus on expanding oversight bodies and increasing their visibility and accessibility, is fundamental to achieving the broader strategic objective of enhancing oversight and accountability mechanisms in the justice sector.

Key Activities:

1.5.1: Establish the office of the Ombudsman and the IPCB in all district HQ towns

1.5.2: Recruit adequate staff for these offices

1.5.3: Outreach activities by the two entities

1.5.4: Conduct bi-annual perception survey on the work of the Ombudsman and IPCB

Key Policy Area 1.6: The work of Non-State Actors (NGOs, CSOs and CBOs) Who Provide Access to Justice Services in Civil, Criminal and Family Matters are Supported.

Mapping of non-state actors and their areas of work in the justice sector across the country is key. This is essential to understanding the landscape of justice services

provided by NGOs, CSOs, and CBOs. A comprehensive mapping exercise will identify the strengths, coverage areas, and specializations of these organizations, thereby facilitating targeted support and collaboration. This data-driven approach will ensure that resources are allocated efficiently and that there is minimal overlap in services, maximizing the impact of both state and non-state efforts in delivering justice.

Following the mapping, conferences with non-state actors will be organized. These conferences will serve as a platform for dialogue, knowledge exchange, and the establishment of partnerships. It will bring together various stakeholders to discuss challenges, share best practices, and align the justice sector's efforts towards common goals. Such coordination is crucial for creating a unified approach to justice service delivery, providing civil society oversight of the justice delivery process, ensuring that all actors work towards the same objectives, and that stakeholders' activities are complementary rather than duplicative.

Key Activities:

- 1.5.1:** Mapping of non-state actors and their areas of work in the justice sector
- 1.5.2:** Coordinating conference with non-state actors
- 1.5.3:** Joint implementation of activities and interventions
- 1.5.4:** Joint annual access to justice report

Strategic Objective /Outcome 2:

Improved Case Management and Expedited Justice Delivery

Justice delivery is heavily impacted by the expediency of justice. The lack of expedited justice does not merely impact a single case, but it will hamstring the entire judicial system by over-pressurising the justice sector, causing significant discomfort for plaintiffs and victims, increasing pressures on judges, and lengthening time served in remand. Ultimately this could lead to reduced public confidence in the judicial system. If anything, the ever-growing demands for justice make a dramatic improvement in the expediency of justice more important than ever. To ensure success in realising this outcome, a dynamic case management system at all levels of the justice system is needed to ensure effectiveness and efficiency, coordination at all levels of the justice chain, make the system more transparent and accountable, reduce the backlog of cases, along with more effective and timely prosecution of cases, as well as improving the efficiency of the court through introduction of new technologies. Two Key Policy Areas (KPA's) have been highlighted to achieve this strategic objective, namely

- Key Policy Area 2.1:** Modernize case-management in the justice system
- Key Policy Area 2.2:** Prosecutorial structure and procedure reviewed and updated

Key Policy Area 2.1: Modernize Case Management in the Justice System

To modernize case management across the justice cadre—Police, Law Officers Department, Judiciary, and Correctional Service, a comprehensive approach to digitization and automation is essential. This involves digitizing and automating court records and communications to facilitate easier access and retrieval of case information. By adopting digital record-keeping, the courts can ensure that all case-related documents are securely stored and readily available, thereby reducing the risk of loss or misplacement. This modernization effort is complemented by the deployment of courtroom technology such as video and audio systems, which will not only enhance the accuracy of court proceedings but also enable remote participation, thereby improving efficiency and accessibility.

Additionally, the recruitment, training, and deployment of stenographers play a critical role in this modernization process. Stenographers will help to significantly reduce the length of court proceedings by ensuring accurate and immediate transcription of verbal testimonies and arguments. This will help in maintaining a precise record of court activities, which is essential for appeals and reviews.

There is also a need to develop an integrated case management system that connects the entire justice cadre. It begins with the police, and connects to the Law Officers' Department, then the Judiciary and to the Correctional Service. This approach not only makes the system effective and efficient; it also makes it transparent and accountable. The combination of these activities will lead to a more organized and efficient justice system where cases are managed more effectively, thereby reducing delays and enhancing the overall administration of justice.

Key Activities:

2.1.1: Digitization and automation of court records and communications

2.1.2: Deploy courtroom technology (video and audio) at the formal justice sector level

2.1.3: Recruitment, training, and deployment of stenographers in order to significantly reduce the length of court proceedings

2.1.4: Digitize case management as part of criminal justice reform across the justice cadre—from police, to the Law Officers' Department, the Judiciary, and the Correctional service.

Key Policy Area 2.2: Prosecutorial Structure and Procedure Reviewed and Updated

Revising and updating the prosecutorial structure and procedures is a critical component of improving case management. A thorough policy and legal review, followed by the implementation of these reforms, will ensure that prosecutorial practices are aligned with modern standards and best practices. Regular capacity-building trainings are necessary for state counsel to perform their responsibilities. The passage of the Criminal Procedure Act, 2024 into law will help provide a comprehensive legal framework for criminal justice reforms in the country.

Reviewing other outdated criminal laws in the country will complement the implementation of the revised CPA. Addressing logistical challenges faced by state counsel is crucial to reforming the sector. At this point, one state counsel covers an entire district, and in some cases, two. The staff face challenges, especially in reaching certain communities. Vehicles, bikes, laptops, printers, copiers and scanners are required for efficient service delivery by state counsel. These reforms are necessary to address current inefficiencies and to streamline prosecutorial processes, ensuring that cases are handled with greater precision and speed.

Key Activities:

- 2.2.1:** Policy and legal review and implementation for effective functioning of the Office of Director of Public Prosecutions
- 2.2.2:** Support the rollout of the Criminal Procedures Act 2024, and review/repeal other outdated criminal laws
- 2.2.3:** Comprehensive capacity building for the Office of the DPP
- 2.2.4:** Vehicles, bikes, laptops, printers, copiers and scanners are provided for efficient service delivery by state counsel
- 2.2.5:** Recruit and deploy additional state counsel across the country

Strategic Objective/Outcome 3:

Enhanced Adherence to Human Rights and the Rule of Law

The Government recognizes the critical importance of upholding human rights and the rule of law as foundational principles of a just and equitable society. This strategic objective aims to strengthen adherence to these principles across all facets of the justice sector. By enhancing institutional capacity, professionalism, and efficiency within key justice institutions, Sierra Leone seeks to ensure that all citizens are treated fairly, with dignity, and in accordance with the law. Six Key Policy Areas (KPAs) have been highlighted to achieve this strategic objective, namely;

- Key Policy Area 3.1:** Effective, efficient and professional police force
- Key Policy Area 3.2:** Effective, efficient and professional Judiciary including the courts
- Key Policy Area 3.3:** Effective, efficient and professional Sierra Leone Correctional Service
- Key Policy Area 3.4:** Incidence of corruption reduced
- Key Policy Area 3.5:** Gender Mainstreaming in Justice Delivery
- Key Policy Area 3.6:** Strengthen Juvenile Justice System
- Key Policy Area 3.7:** Strengthen Capacity for the Sierra Leone Human Rights Commission

Key Policy Area 3.1: Effective, efficient and professional police force

This output focuses on establishing an effective, efficient, and professional police, building the capacity of the police including developing human rights standards and gender-sensitive policing, reviewing the Police Act, and transforming the Sierra Leone

Police Force into a Sierra Leone Police Service. This will also include expanding police presence into new communities and locations and constructing additional police stations equipped with Family Support Units. Recruitment and ongoing training of police officers are integral to enhancing their capabilities, alongside the provision of modern policing equipment and vehicles. These efforts aim at improving responsiveness to community needs, bolster public trust, and ensure swift and fair law enforcement across the nation.

Key Activities

3.1.1: Repeal and Replace the Police Act, 1964, and transition the Sierra Leone Police Force into a Police Service

3.1.1: Build capacity for police officers including human rights policing

3.1.3: Provision of modern policing equipment

3.1.4: Expansion of police presence in new locations and communities

3.1.5: Participate in international peacekeeping missions

3.1.6: Construction of more police stations with Family Support Unit (FSU)

Key Policy Area 3.2: Effective, efficient and professional Judiciary including the courts

Strengthening the Judiciary for effective, efficient and professional justice delivery is crucial to enhancing adherence to human rights and the rule of law in Sierra Leone. Training initiatives will be pivotal, particularly in the implementation of new legislation, such as the Criminal Procedure Act, aimed at improving procedural fairness that meets human rights standards and legal efficacy. Specialized training for judges, magistrates, state counsel, police prosecutors, and court administrators will enhance their skills and efficiency in dispensing justice in ways that meet human rights standards. Additionally, capacity building for local court chairmen in the informal justice system will ensure equitable access to justice at the community level, thereby strengthening the overall judicial framework in Sierra Leone.

Key Activities

3.2.1: Training of judges, magistrates, state counsel, police prosecutors and other legal practitioners and the general populace on the new Criminal Procedure Act and other legislations

3.2.2: Training of court administrators to increase the efficiency of justice institutions

3.2.3: Training the local court chairmen in the informal local court system

Key Policy Area 3.3: Effective, Efficient and Professional Sierra Leone Correctional Service

The transformation of the Sierra Leone Correctional Service involves relocating the main facility from Pademba Road to a more suitable facility outside Freetown to improve operational efficiency, reduce overcrowding, and ensure inmate rehabilitation. Recruitment and training of additional correctional officers will bolster security and management within correctional facilities while modernizing equipment and

infrastructure will ensure humane conditions and effective rehabilitation programs. Addressing overcrowding through facility expansions and the construction of Remand Homes in strategic locations like Makeni and Kenema will alleviate pressure on existing facilities and improve inmate welfare. There is a need to separate persons in detention and on remand from those who have already been convicted and serving jail terms. These efforts aim to establish a rehabilitative environment that supports offenders' reintegration into society, aligning with international standards of correctional best practices.

Key Activities

3.3.1: Relocate the main correctional service facility from Pademba Road to a more suitable location outside Freetown.

3.2.2: Recruitment of additional correctional officers

3.2.3: Training of correctional officers

3.2.4: Provision of modern digital case management infrastructure and other equipment

3.2.5: Decongest overcrowded correctional service facilities

3.2.6: Construction of Remand Homes in Makeni and Kenema

Key Policy Area 3.4: Incidence of Corruption Reduced

The fight against corruption is directly linked with strengthening the rule of law in Sierra Leone. Renewed energy should be directed towards the reduction of corruption within public sectors through rigorous enforcement of anti-corruption laws and policies. Activities include conducting system reviews across government agencies, promoting public awareness through education campaigns, and enforcing asset declaration requirements. Efforts to recover misappropriated funds and prosecute corruption cases are pivotal in restoring public trust and ensuring accountability. Adequate budgetary allocations to the Anti-Corruption Commission (ACC) reinforce institutional capacity to combat corruption effectively, promoting transparency and integrity within Sierra Leone's governance framework. These initiatives collectively aim to foster a culture of accountability, safeguard public resources, and uphold the principles of good governance and the rule of law.

Key Activities:

3.4.1: Enforcement of anti-corruption laws, regulations and policies

3.4.2: Public education, outreach and communications on anti-corruption laws

3.4.3: System reviews of MDAs and other public sectors agencies

3.4.4: Strengthen assets declarations

3.4.5: Recovery of asset and stolen public funds

3.4.6: Strengthen investigations and prosecution of corruption cases

3.4.7: Increase budgetary allocation to ACC

Key Policy Area 3.5: Gender Mainstreaming

Ensuring gender mainstreaming in justice delivery is an important part of strengthening human rights and the rule of law in Sierra Leone. This is also tied to responding to the justice needs of women in Sierra Leone. With the enactment of the GEWE Act, 2022, it is important to ensure that there is a minimum 30% threshold of women in the justice delivery chain including in leadership positions in the justice sector institutions. Gender mainstreaming also includes reviewing laws and policies that adversely affect women including the decriminalization of petty offenses, building capacity for police, correctional service and other justice sector institutions to apply gender-sensitive approaches to their delivery of justice. The strategy will seek to address the justice needs of survivors of SGBV. The strategy assumes that gender discrimination issues, including deprivation from property inheritance have serious implication for women's socio-economic empowerment. Through a gender-responsive approach, a conscious effort will be made to ensure adequate women participate in legal empowerment activities as well as receive free legal aid support for issues of gender-based violence.

Key Activities

3.4.1: Implement GEWE Act, 2022 in justice sector institutions

3.4.2: Strengthen response to SGBV crimes

3.4.3: Build capacity for justice sector administrators including police, lawyers, magistrates, judges, and correctional service personnel on gender sensitive approach to justice delivery

Key Policy Area 3.6: Strengthen the Juvenile Justice System

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

Key Activities

3.6.1: Enact a new Child Rights Act for Sierra Leone

3.6.2: Strengthen the capacity of social workers and staff of the Family Support Unit of the SLP through training on age assessments, juvenile justice, family tracking and reunification etc.

- 3.6.3: Develop and implement a Diversion Framework for juvenile offenders
- 3.6.4: Undertake activities related to preventing the involvement of juveniles in crimes and conflict
- 3.6.5: Develop adequate juvenile facilities to ensure that juveniles are never placed in detention with adults and separate children of different genders

Key Policy Area 3.7: Strengthen Capacity for the Sierra Leone Human Rights Commission

The Human Rights Commission of Sierra Leone has consistently fulfilled its Grade A Status under the Paris Principles. The Commission continues to play an important role in promoting and protecting human rights in Sierra Leone. It has monitored and held government institutions, including the Sierra Leone police to account for the conduct of its service men. However, there is a need to do more. The Commission needs to be equipped to maximise its impact across Sierra Leone. This can be done if the Commission benefits from increased personnel including human rights officers, it receives the necessary tools and equipment to do its job, and that it is able to establish offices across the country. There is also a need to continued capacity building for Human Rights Commission staff in order to meet the demands of modern-day human rights promotion and protection.

Key Activities

- 3.7.1: Hire more human rights officers for the Human Rights Commission
- 3.7.2: Establish more Human Rights Commission Offices across Sierra Leone
- 3.7.3: Provide capacity-building training for Human Rights Commission staff
- 3.7.4: Review the Human Rights Commission Act to include stronger protection regime

Strategic Objective/Outcome 4:

Capacity for Service Delivery of Sector Institutions strengthened

Building technical capacity within the justice sector to lead, plan, and manage all aspects of justice sector reform in a coordinated, structured, and integrated manner is critical to improving the delivery of quality justice services across the country. Therefore, there is an urgent need to transform the Justice Sector Coordination Office (JSCO) from an ad-hoc coordination and policy institution running on the good will of the government of the day to that of a Directorate within the Justice Ministry with a mandate to serve as the central body for policy reforms and the coordination of justice sector activities.

The justice sector plays an important role in economic development and growth. Strong commerce throughout a country requires a justice system that makes it easy to operate legally, protects businesses and individuals from losses or disadvantages stemming from illegal conduct, and provides a quick and inexpensive system for dispute resolution.

Also, this objective aims to bolster the functionality and effectiveness of key institutions within the justice sector, ensuring that they are better equipped to administer justice efficiently and equitably. Strengthening these institutions is crucial for fostering public trust and upholding the rule of law, which are essential for maintaining social order and promoting national development. Through targeted professional development, institutional capacity building, and the provision of essential tools and resources, this strategy seeks to create a robust and resilient justice sector capable of addressing the diverse needs of the population. Three Key Policy Areas (KPA) have been highlighted to achieve this strategic objective, namely;

Key Policy Area 4.1: Professional development capacities of the members of the bench, bar and auxiliary staff of the judiciary delivered
Key Policy Area 4.2: Institutional capacity building for MDAs in the justice sector
Key Policy Area 4.3: Relevant working tools, equipment, and soft and hardware provided

Key Policy Area 4.1: Professional development Capacities of the Members of the Bench, Bar and Auxiliary Staff of the Judiciary Delivered.

Professional development for members of the bench, auxiliary staff of the judiciary, and legal practitioners is a critical element in delivering high quality services in the Justice sector. This requires that capacity gaps are first identified, prioritised, and addressed in detailed medium-term professionalisation plans for the judiciary, the Law Officers’ Department and members of the Sierra Leone Bar. These professionalisation plans must be informed by comprehensively and objectively identified sectoral, institutional (performance), and individual (capacity) needs.

Key Activities

4.1.1: Strengthen the Judicial and Legal Training Institute to manage professional development training for personnel across the justice sector

4.1.2: Invest in legal education to ensure professional and ethical standards in the legal profession. This includes the construction of a state-of-the-art five-storey building with modern classrooms, ICT facilities, a library, a registry and a directorate for the Sierra Leone Law School.

4.1.3: Establishment and participation in professional networks for judicial and legal practitioners at national and international levels

Key Policy Area 4.2: Institutional Capacity Building for Ministries, Departments and Agencies (MDAs) in the Justice Sector

This output aims at strengthening the institutional capacity of MDAs within the justice sector. This involves institutional reforms to clearly define the mandate and operations of the Justice Sector Coordination Office, which serve as the central body for policy reforms and the coordination of justice sector activities.

Furthermore, maintaining high standards of practice and ensuring effective service delivery is crucial across the justice sector. Training programs will be designed to enhance knowledge, improve practical skills, and promote adherence to ethical standards for justice sector personnel. Functional management reviews to strengthen justice sector institutions for modern day justice delivery will be undertaken. This will include legal and policy reviews, development of performance metrics, effective reporting mechanisms to track performance and ensure accountability, review of hiring systems, and recruitment of the right personal to deliver on commitments in this strategy. Mentoring programs will also be introduced to foster knowledge transfer and professional growth within justice sector entities. Experienced professionals will provide guidance and support to less experienced colleagues, helping to develop their skills and confidence.

Key Activities

4.2.1: Review the mandate and operation of the Justice Sector Coordination Office

4.2.2: Functional management reviews, organisational analysis, and impact assessment of justice sector institutions.

Key Policy Area 4.3: Relevant Working Tools and Equipment Provided

Providing relevant working tools and equipment is critical for the modernization and efficiency of the justice sector. A comprehensive review of existing working tools and methods will identify outdated practices and equipment that hinder productivity. This review will serve as the basis for recommending and implementing modern tools and technologies that align with the work requirements of the various justice sector institutions. By adopting these recommendations, the justice sector will be able to streamline its operations, reduce case backlogs, and improve the accuracy and efficiency of its processes.

Key Activities

4.3.1: Review of working tools and methods across the justice sector

4.3.2: Building capacity for justice sector institutions through equipping and tooling

Chapter 4: Implementation Plan

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

| Activities | | Timelines | | | | | | | | | | | | | | | | | | | | Responsible Institution | | | | | | | | |
|--|--|-----------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|-------------------------|------|----|----|----|------|----|----|-------------------------|
| | | 2024 | | | | 2025 | | | | 2026 | | | | 2027 | | | | 2028 | | | | | 2029 | | | | 2030 | | | |
| | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Key Policy Area 1.1: Justice sector facilities/structures/institutions widely available to citizens | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Specific objective/ Outcome 1: Increased Equal Access to Justice for All | 1.1.1: Construction of additional courts, police stations in district headquarters and major towns | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Judiciary / SLP/MoF/MoW |
| | 1.1.2: Construction of a "Justice Complex" at the Special Court for Sierra Leone facility as a "One Stop" justice facility | | | | | | | | | | | | | | | | | | | | | | | | | | | | | MoJ/MoF/MoW/JS CO |
| | 1.1.3: Construct alternative detention centres for those in remand, and not yet convicted | | | | | | | | | | | | | | | | | | | | | | | | | | | | | SLCS/MoF/MoW |
| | 1.1.4: Recruitment of resident judges, magistrates, support staff across the country | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Judiciary // MoF |
| | 1.1.5: Construction of a state-of-the-art five storey building with modern facilities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | SLLS/MoF/MoW |
| | Key Policy Area 1.2: Awareness and public information on access to justice conducted | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Chapter 5: Monitoring and evaluation of the Results Framework

Introduction

Monitoring and Evaluation (M&E) will be vital in supporting the effective implementation of the Justice Sector Strategy 2024 - 2030. As a support tool for implementing the plan, the M&E Results Framework has been developed as a monitoring and evaluation tool for the JSRS 2024 - 2030.

To ensure the above, a Monitoring and Evaluation (M&E) Results Framework (RF) of the plan has been developed with the full participation and buy-in of all sector actors/MDAs and technical oversight from the National Monitoring and Evaluation Agency (NaMEA). The RF is to monitor progress of the implementation of the interventions, and associated indicators, and track targets defined in the framework. The RF is also a guide for oversight, coordination and implementation of the plan.

1 Theory of Change

Primarily, the RF is premised on the Theory of Change (ToC) that will build on the achievements of JSRS IV. The ToC is presented in a logical manner that includes multiple layers in the results chain. The overarching logic links the goal/impact followed by associated outcomes and outputs and activities. This ToC is meant to cascade into:

- Justice Sector specific strategies and outcomes
- Justice sector programmes and projects
- Justice sector outputs and activities

The ToC presents a causal relationship which underscores that the implementation of Justice Sector MDAs projects will lead to the achievement of four outcomes/strategic objectives of the JSSIP 2024 – 2028. These are;

- *Increased equal access to justice for all*
- *Improved Case Management at all levels of court system*
- *Enhanced adherence to Rule of Law and Human Rights*
- *Strengthened Capacity for Service Delivery of Sector Institutions*

Each of the above-mentioned outcomes will be supported by outputs and corresponding activities. These will invariably lead to the achievement of the national goal/impact of a strengthened service delivery in the justice sector in Sierra Leone.

The overarching assumptions include.

- *Government of Sierra Leone will provide adequate funding resources.*

- *Donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone.*

2 Critical considerations for monitoring and evaluation

There are five critical areas that need to be addressed during the implementation of the results framework. These include:

1. For effective implementation and reporting on the JSRS, all Justice Sector MDA specific indicators and targets of each project will be aligned to indicators set in the results framework of the JSRSIP. The performance at the outputs level will be monitored through the implementation of programmes and project. Monitoring reports of each MDA project under the justice sector will feed into periodic progress and annual JSRS reports. In addition, routine monitoring will be continuously conducted, and reports produced on activities, projects and programmes implementation.
2. **Evaluation will be a key issue to be considered.** Two evaluations will be considered including the mid-term review/evaluation and end evaluation. The focus of the evaluations will be reviewing and assessing the performance of the outcomes and impact indicators and targets. Most importantly an independent mid-term and final evaluations of the plan will be aimed at generating policy recommendations for the improvement of next generation of the JSRS.
3. **A data repository that stores key information on the indicators will be developed.** The information will include definitions, structure, source of information, collection method, quality and use of the data. The repository will be accessible by all justice sector stakeholders, practitioners and researchers and NaMEA.
4. **Capacity building and resources mobilisation:** Skills development on M&E for sector MDAs and the JSCO will be critical. NaMEA will play a role in delivering on this as part of its national mandate. Resources especially funding is very important for effective M&E. JSCO will therefore be required to lead in approaching government, historical and future partners such as UNDP and World Bank for such support.
5. **Institutional framework:** The key players in the M&E arrangement for the JSRS will include the Justice Sector Coordination Office, all sector MDAs and with NaMEA providing technical support to the key actors. NaMEA will however undertake independent monitoring, evaluation or special studies where necessary.

Annex: Results Framework/Logical Framework

The following assumptions that are critical for the success of its implementation of the strategy:

- a) There is ownership by sector institutions and there is commitment to the implementation of the Plan.
- b) There is the political will to transform the Justice Sector Coordination Office (JSCO) to a Directorate within the Ministry of Justice and acceptance and cooperation by other stakeholders
- c) There is an acknowledgement of the critical requirement to work together and streamline service delivery that ensures reform effectiveness.
- d) Availability of financial resources to support the implementation of aspects of the Plan.

| Sierra Leone Justice Sector Reform Strategy Investment Plan: Logical Framework/Results Framework | | | | | | | | | | | | |
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| Goal /Impact: A Strengthened Service Delivery in the Justice Sector in Sierra Leone | | | | Benchmarks/Targets | | | | | | | | |
| Outcomes/Outputs/Specific Objectives | Indicator | Means of verification | Baseline, Source and Date | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | Responsible MDA | Assumptions |
| Outcome 1: Increased equal access to justice for all | Access and affordability of justice (SDG Index Rank) | SDG Annual Report | 0.49 (SDG Report) | 0.50 | 0.55 | 0.63 | 0.70 | 0.75 | 0.80 | 0.85 | All Justice sector MDA (Coordinated by JSCO) | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |

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| | Citizens' awareness of available remedies at local and in the justice sector | Survey reports | NA | 0.35 | 0.40 | 0.45 | 0.50 | 0.55 | 0.60 | 0.65 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| | Citizens' affordability of local, magistrate and higher courts | Citizens' perception survey report | NA | 0.35 | 0.42 | 0.49 | 0.56 | 0.63 | 0.70 | 0.77 | The Judiciary, MoJ and JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| | The proportion of citizens who rate services in the justice sector as highly accessible at national and local levels | Citizens' perception survey report | Justice and Security Sector Perception survey) | 0.37 | .047 | 0.57 | 0.63 | 0.67 | 0.73 | 0.78 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |

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| | Number of complaints submitted to the justice sector, including the courts (national and local), the police, Ombudsman and IPCB, and by citizens, that have been investigated and adjudicated and appropriate remedies awarded and complied with | Ombudsman and IPCB data base and reports | NA | 0.23 | 0.28 | 0.33 | 0.39 | 0.46 | 0.55 | 0.65 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| Output 1.1: Justice sector facilities/structures/institutions widely available to citizens | Number of justice sector facilities, including courts (national and local), police stations, correctional facilities and | Certificate of completion (Ministry of Justice) | NA | 0.27 | 0.35 | 0.40 | 0.45 | 0.53 | 0.58 | 0.65 | All justice sector institutions | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |

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| | other justice structures constructed | | | | | | | | | | | |
| | The presence of police and other law enforcement institutional operational across | Sierra Leone National Police Postings | NA | 0.35 | 0.40 | 0.45 | 0.50 | 0.55 | 0.60 | 0.65 | Sierra Leone Police | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| | Number of Resident Magistrates and Judges in major towns and district headquarter towns | Judicial postings | 0.43(Judiciary Annual Report) | 0.48 | 0.53 | 0.58 | 0.62 | 0.67 | 0.70 | 0.73 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| | Secured accommodation for judges, magistrates and state counsel. | Rental contracts | NA | 0.28 | 0.33 | 0.39 | 0.44 | 0.52 | 0.57 | 0.65 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in |

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| | | | | | | | | | | | | | Sierra Leone. |
| | | Activities | | | | | | | | | | | |
| Activity 1.1.1: Construction of additional courts and police stations in district header quarters and major towns | Number of new court houses; Number of new police stations; Number of other facilities | Certificate of completion (Ministry of Justice) | 0.28(Judiciary) | 0.30 | 0.35 | 0.40 | 0.45 | 0.53 | 0.62 | 0.73 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. | |
| Activity 1.1.2: Renovation of the Special Court for Sierra Leone facility as a "One Stop" justice facility, housing all relevant MDAs | Extent of renovation | Certificate of completion (Ministry of Justice) | NA | 0.10 | 0.18 | 0.25 | 0.40 | 0.60 | 0.80 | 1 | JSCO and the Ministry of justice | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. | |
| Activity 1.1.3: Construct alternative detention centres for those in remand and not yet convicted | Phase of construction | Certificate of completion (Ministry of Justice) | 0.20(SLCS Report) | 0.27 | 0.33 | 0.37 | 0.45 | 0.53 | 0.60 | 0.67 | JSCO and the SLCS | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in | |

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| | | | | | | | | | | | | Sierra Leone. |
| Activity 1.1.4: Recruitment of resident judges, magistrates, and support staff across the country. | Number of judges posted; number of other support staff posted | Judicial postings records | NA | 0.10 | 19 | 0.23 | 0.35 | 0.45 | 0.53 | 0.60 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| Activity 1.1.5: Construction of residences for judges, magistrates, and state counsel in the provinces | Number of residences constructed | Certificate of completion (Ministry of Justice) | NA | 0.10 | 0.22 | 0.28 | 0.39 | 0.47 | 0.55 | 0.64 | Sierra Leone Judiciary/ MoF | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| Output 1.2: Awareness and public information on access to justice conducted | Number of community awareness-raising and sensitisation programs undertaken | Archives of JSCO | NA | 0.35 | 0.40 | 0.45 | 0.50 | 0.57 | 0.65 | 0.72 | JSCO and Ministry of Justice | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |

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| | | Number of electronic and print media programmes undertaken by various justice sector institutions | Archives of JSCO | NA | 0.38 | 0.43 | 0.52 | 0.55 | 0.64 | 0.72 | 0.78 | JSCO and the Ministry of Justice | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| | | Level of social media presence in the justice sector | Archives of JSCO | NA | 0.45 | 0.55 | 0.60 | 0.68 | 0.75 | 0.84 | 0.90 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in Sierra Leone. |
| | | Activities | | | | | | | | | | | |
| Activity 1.2.1: Development and rollout of weekly radio programmes at national and community levels across the justice sector | | Number of weekly radio programmes undertaken | Audio files of programs (JSCO) | NA | 0.25 | 0.35 | 0.45 | 0.52 | 0.62 | 0.67 | 0.75 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |

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| Activity 1.2.2: Targeted community meetings on the roles of local courts | Number of community meetings | Audio-visual files | NA | 0.10 | 0.22 | 0.35 | 0.45 | 0.57 | 0.66 | 0.78 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| Activity 1.2.3: Development and dissemination of a programme promoting access to justice in social media | Number of programmes promoting access to justice | Audio-visual files | NA | 0.30 | 0.40 | 0.52 | 0.67 | 0.77 | 0.85 | 0.90 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| Output 1.3: Legal aid expanded | Number of legal aid board operational offices | Legal aid human resource records | LAB Annual Report (0.38) | 0.45 | 0.52 | 0.59 | 0.56 | 0.63 | 0.70 | 0.77 | Legal Aid Board | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| | Number of legal aid/Defence lawyers recruited and | Legal aid human resource records | LAB Annual Report 0.25 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | 0.90 | Legal Aid Board | The government of Sierra Leone will provide adequate funding resources; donor partners such |

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| | | deployed | | | | | | | | | | | as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. | |
| | | Number of para-legal recruited and deployed | Legal aid human resource records | LAB Annual Report 0.33 | 0.39 | 0.46 | 0.52 | 0.59 | 0.65 | 0.73 | 0.80 | Legal Aid Board | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. | |
| | | The proportion of citizens satisfied with the work of the Legal Aid Board | Legal aid human resource records | NA | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | 0.90 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources, and donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. | |
| | | Activities | | | | | | | | | | | | |
| | | Activity 1.3.1: Establish legal aid offices/outposts in populated hard-to-reach communities | Number of legal offices/outposts established | Legal aid human resource records | NA | 0.25 | 0.35 | 0.43 | 0.50 | 0.60 | 0.65 | 0.70 | Moj | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to |

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| | | | | | | | | | | | | the justice sector in Sierra Leone. |
| Activity 1.3.2: Recruit and trainlawyers | Number of lawyers recruited and trained | Legal Aid Board recruitment records | NA | 0.35 | 0.40 | 0.45 | 0.50 | 0.55 | 0.60 | 0.65 | Legal Aid Board and HRMO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| Activity 1.3.3: Recruit and train paralegals | Number of para legal recruited and trained | Legal Aid Board posting records | NA | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | 0.90 | Legal Aid Board and HRMO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |
| Activity 1.3.4: Conduct a perception survey on the work of the legal aid board | Number of perception survey | Survey reports | NA | 0.33 | 0.40 | 0.45 | 0.50 | 0.55 | 0.60 | 0.65 | Legal Aid Board | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |

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| Output 1.4: Ombudsman and the Independent Police Complaints Board expanded | Number of poor, remote and isolated communities benefiting from services of the Ombudsman and IPCB | Legal Aid Board posting records | NA | 0.35 | 0.45 | 0.55 | 0.65 | 0.75 | 0.80 | 0.90 | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources, and donor partners such as UNDP will continue providing technical and financial support to the justice sector. |
| | Number of new offices/outposts established | Rental contracts | NA | 0.40 | 0.50 | 0.55 | 0.60 | 0.65 | 0.70 | 0.80 | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources, and donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |
| | Number of recruited staff for both Ombudsman and IPCB | Ombudsman and IPCB HR records | NA | 0.34 | 0.44 | 0.49 | 0.54 | 0.60 | 0.65 | 0.70 | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources, and donor partners such as UNDP will continue providing technical and financial support to the justice sector. |
| | Number of complaints received and adjudicated by the Office of the Ombudsman | Ombudsman and IPCB HR records | NA | 0.35 | 0.45 | 0.55 | 0.65 | 0.75 | 0.85 | 0.90 | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources, and donor partners such as UNDP will continue providing technical |

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| | | | | | | | | | | | | and financial support to the justice sector. |
| | Number of complaints received and adjudicated by the IPCB | IPBC Records | NA | 0.25 | 0.35 | 0.42 | 0.50 | 0.58 | 0.65 | 0.75 | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |
| | Level of visibility of the operations of the Ombudsman Office and IPCB | IPBC Records | NA | 0.33 | 0.44 | 0.55 | 0.65 | 0.70 | 0.75 | 0.80 | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |
| | Proportion of complainants satisfied with the work of the Ombudsman Office and IPCB | IPBC Records | NA | 0.40 | 0.45 | 0.50 | 0.55 | 0.65 | 0.75 | 0.80 | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |

| Activities | | | | | | | | | | | | | |
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| Activity 1.4.1: Establish the office of the Ombudsman and the IPCB in all districts, HQ towns | Number of location new offices established | IPBC and Office of Ombudsman's Records | NA | 0.25 | 0.35 | 0.45 | 0.55 | 0.65 | 0.75 | 0.85 | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. | |
| Activity 1.4.2: Recruit adequate staff for these offices | Number of staff recruited | IPBC and Office of Ombudsman's Records | NA | 0.30 | 0.35 | 0.40 | 0.45 | 0.55 | 0.65 | 0.75 | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. | |
| Activity 1.4.3: Outreach activities by the two entities | Number of outreach activities undertaken by the two entities | IPBC and Office of Ombudsman's Records | TDB (Justice Sector Coordination Office) | TBD | TBD | TBD | TBD | TBD | TBD | TBD | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. | |

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| Activity 1.4.4: Conduct a bi-annual perception survey on the work of the Ombudsman, and Independent Police Complaint Board | Number of surveys conducted | IPBC and Office of Ombudsman's Records | NA | | 0 | 1 | 0 | 1 | 0 | | Office of the Ombudsman and IPCB | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |
| Output 1.5 The work of non-state actors (NGOs, CSOs and CBO) who provide access to justice services in civil, criminal and family matters is supported. | Level of collaboration between state actors and non-state actors that work on access to justice | JSCO annual report | NA | 0.50 | 0.60 | 0.65 | 0.70 | 0.75 | 0.80 | 0.85 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |
| | Types of support provided to non-state actors | JSCO annual report | NA | 0.35 | 0.45 | 0.50 | 0.55 | 0.60 | 0.65 | 0.70 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |
| | Number of non-state actors benefiting from support | JSCO annual report | NA | 0.33 | 0.38 | 0.45 | 0.55 | 0.60 | 0.65 | 0.70 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such |

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| | | | | | | | | | | | | | as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |
| | | Number of coordination activities held at local and national levels | JSCO annual report | NA | 0.43 | 0.50 | 0.55 | 0.60 | 0.65 | 0.70 | 0.75 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| | | Number of cases joint worked on by state and non-state actors | JSCO annual report | NA | 0.40 | 0.45 | 0.52 | 0.58 | 0.65 | 0.72 | 0.77 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| | | Activities | | | | | | | | | | | |
| Activity 1.6.1: Mapping of non-state Actors and Areas of Work in the Justice Sector | availability of mapping report | JSCO annual report | NA | 0.30 | 0.35 | 0.40 | 0.45 | 0.50 | 0.55 | 0.60 | JSCO | | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in |

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| | | | | | | | | | | | | Sierra Leone. |
| Activity 1.6.2: Coordinating conference with non-state actors | Success level of the conference | JSCO annual report | NA | 0.10 | 4.5 | 0.55 | 0.60 | 0.65 | 0.70 | 0.75 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| Activity 1.6.3: Joint implementation of activities and interventions | Number of joint activities implemented | JSCO annual report | NA | 0.15 | 0.35 | 0.40 | 0.45 | 0.50 | 0.60 | 0.70 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| Activity 1.6.4: Joint annual access to justice report | Quality of annual reports | JSCO annual report | NA | 0.35 | 0.45 | 0.50 | 0.55 | 0.60 | 0.65 | 0.70 | JSCO | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |

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| Outcome 2: Improved Case Management at all levels of the court system | Proportion of cases brought to and adjudicated in the criminal and civil courts | JSCO/Judiciary annual report | NA | 0.45 | 0.55 | 0.65 | 0.70 | 0.75 | 0.80 | 0.80 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| | The proportion of cases brought and adjudicated in administrative/quasi-judicial system (Ombudsman Office and IPCB) | JSCO annual report | NA | 0.60 | 0.65 | 0.70 | 0.75 | 0.80 | 0.85 | 0.90 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources, and donor partners such as UNDP will continue providing technical and financial support to the justice sector in Sierra Leone. |
| | Proportion of anti-corruption cases reported and adjudicated | JSCO annual report/Anti-corruption Report | NA | 0.73 | 0.77 | 0.80 | 0.85 | 0.88 | 0.90 | 0.95 | JSCO/Judiciary/Anti-corruption Report | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |

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| Output 2.1: The formal courts' case management modernised | Extent of digitisation and automation court records and communications | JSCO annual report | NA | 0.30 | 0.35 | 0.45 | 0.55 | 0.65 | 0.70 | 0.80 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| | Level of efficiency of case management court officers | JSCO annual report | NA | 0.15 | 0.45 | 0.50 | 0.55 | 0.60 | 0.65 | 0.70 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in Sierra Leone. |
| | Rate/proportion of cases in the formal courts that are adjudicated | JSCO annual report | NA | 0.60 | 0.67 | 0.72 | 0.77 | 0.82 | 0.86 | 0.92 | JSCO and the Judiciary | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activities | | | | | | | | | | | | |
| Activity 2.1.1: Digitization and automation of court records and communications | Types of court record digitized; extent of | JSCO annual report | NA | 0.10 | 0.25 | 0.35 | 0.40 | 0.45 | 0.50 | 0.65 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor |

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| | automation of communications system accords the courts | | | | | | | | | | | partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 2.1.2: Deploy courtroom technology (video and audio) at the formal justice sector level | Number of court rooms and court proceedings that use courtroom technology | JSCO annual report/Judiciary Report | NA | 0.23 | 0.31 | 0.40 | 0.45 | 0.50 | 0.60 | 0.65 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 2.1.3: Recruitment, training, and deployment of stenographers in order to significantly reducing the length of court proceedings. | Number of stenographers recruited, trained and deployed | JSCO annual report/Judiciary Report | NA | 0.00 | 0.25 | 0.35 | 0.40 | 0.50 | 0.60 | 0.65 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Output 2.2: Prosecutorial structure and procedure reviewed and updated | Number of case management and courtroom procedures, rules and regulations, and codes | Case management files and documentation | NA | 0.25 | 0.35 | 0.40 | 0.50 | 0.55 | 0.60 | 0.65 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice |

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| | | reviewed | | | | | | | | | | | sector in Sierra Leone |
| | | Extent of the process of reforming the prosecutorial structures and procedures | Ministry of Justice records | NA | 0.20 | 0.35 | 0.40 | 0.45 | 0.50 | 0.55 | 0.60 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | | Activities | | | | | | | | | | | |
| Activity 2.2.1: Policy and legal review and implementation | Extent of the review of policy and legal procedures | Review reports and revised procedures and policies | NA | 0.45 | 0.53 | 0.60 | 0.65 | 0.68 | 0.72 | 0.77 | JSCO and Ministry of Justice | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone | |
| Activity 2.2.2: Support the passing of the Criminal Procedures Bill into law, Criminal procedure reforms | Stage of passing of the criminal procedures bill/reform | Cabinet papers; draft bill, Act of Parliament | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | JSCO and Ministry of Justice | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice | |

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| | | | | | | | | | | | | sector in Sierra Leone |
| Activity 2.2.3: Transform the Office of the Director of Public Prosecution (DPP) into an autonomous, government subvented agency | Level of transformation of the DPP Office into an autonomous subvented agency | Cabinet papers; draft bill, Act of Parliament | NA | 0 | 0.10 | 0.35 | 0.55 | 0.65 | 0.85 | 1 | JSCO and the Ministry of Justice | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Outcome 3: Adherence to Rule of Law and Human Rights enhanced | Level of citizens' confidence in the police force and judicial system | Independent survey reports | NA | 0.65 | 0.70 | 0.75 | 0.82 | 0.85 | 0.88 | 0.90 | JSCO and the Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | Extent to which the Sierra Leone police and other law enforcement agencies protect citizens and their property | Police records; survey reports | NA | 0.77 | 0.80 | 0.82 | 0.85 | 0.87 | 0.90 | 0.95 | Sierra Leone National Police | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |

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| | from crime and violence; | | | | | | | | | | | |
| | Independence, effectiveness, predictability, and integrity of the judiciary; | External review /assessment/survey reports | NA | 0.55 | 0.65 | 0.70 | 0.75 | 0.80 | 0.85 | 0.88 | JSCO and the Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | Level of compliance with court rulings; legal recourse for challenging government actions; | Court records | NA | 0.67 | 0.70 | 0.75 | 0.77 | 0.80 | 0.85 | 0.90 | JSCO and the Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | Effectiveness and efficiency of the correctional service (The Sierra Leone correctional services meet its responsibilities) | External review /assessment/survey reports | NA | 0.55 | 0.60 | 0.65 | 0.70 | 0.75 | 0.80 | 0.85 | Sierra Leone Correctional Services | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |

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| | Public perception of the ability of the Anti-Corruption Commission to control corruption (Efficiency and effectiveness) | External review /assessment/survey reports | TBD Afro barometer | TBD | TBD | TBD | TBD | TBD | TBD | TBD | Anti-Corruption Commission | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | Extent of government/state's commitment to international human rights including reporting obligations, domestication of human right instruments etc. | External review /assessment/survey reports; | TBD Human Right Commission | 0.68 | 0.72 | 0.77 | 0.80 | 0.85 | 0.90 | 0.95 | Sierra Leone National Human Rights Commission | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | Proportion of budget allocation to protection of human right | Ministry of Finance Annual Financial Statements; Quarterly budgetary allocation | TBD Ministry of Finance | 0.55 | 0.60 | 0.65 | 0.70 | 0.75 | 0.80 | 0.85 | Sierra Leone National Human Rights Commission | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in |

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| | | reports | | | | | | | | | | Sierra Leone. |
| | Effectiveness of complaints and support mechanisms such as the Human Rights Commission, Ombudsman, etc.) | Organisational Performance Report | TBD (Public Sector Reform Unit and JSCO) | NA | 0.55 | 0.60 | 0.65 | 0.70 | 0.75 | 0.85 | Sierra Leone National Human Rights Commission | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| | Level of citizens' awareness of rights | Survey reports | TBD (Human Rights Organisations) | NA | 0.35 | 0.40 | 0.45 | 0.50 | 0.65 | 0.85 | Sierra Leone National Human Rights Commission | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, and financial support to the justice sector in Sierra Leone. |
| | Prevalence of human right violations | Independent National Human Rights Report | TBD (Sierra Leone National Human Rights Commission) | NA | | | | | | | Sierra Leone National Human Rights Commission | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |

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| Output 3.1: Effective, efficient and professional police force | Performance rating of the Sierra Leone Police | Performance management review report | TBD Public Sector Reform Unit (PSRU) | 0.65 | 0.70 | 0.75 | 0.80 | 0.85 | 0.87 | 0.90 | Sierra Leone Police | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in Sierra Leone |
| | Public perception and confidence in the Sierra Leone Police (SLP) to protect and secure (Efficiency and effectiveness) | Survey reports | TDB Afro barometer | 0.65 | 0.70 | 0.75 | 0.80 | 0.82 | 0.87 | 0.90 | Sierra Leone Police | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in Sierra Leone. |
| Activities | | | | | | | | | | | | |
| Activity 3.1.1: Recruitment of additional.....police officer | Number of police officers recruited | SLP Human resource records | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.85 | Sierra Leone Police | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in Sierra Leone |

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| Activity 3.1.1: Training of police officers | Number of officers trained; types of trainings; | Training reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Sierra Leone Police | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 3.1.3: Provision of modern policing vehicles, communication and other equipment, gadgets, hardware's and software's | Availability of vehicles, equipment, gadgets etc. | Delivery notes; inventories, | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Sierra Leone Police | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 3.1.4: Expansion of police presence in new locations and communities | Presence of police and other law enforcement institutional operational across | Operational reports, situation reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Sierra Leone Police | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 3.1.5: Participate in international peace keeping missions | Number of officers participating in peace building | Posting records | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.8-0 | Sierra Leone Police | Government of Sierra Leone will provide adequate funding resources; donor partners such as |

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|---|--|--------------------------------------|----|------|------|------|------|------|------|------|---------------------|--|---|
| | missions; Number of missions; | | | | | | | | | | | | UNDP will continue providing both technical financial support to the justice sector in Sierra Leone. |
| Activity 3.1.6: Construction of more police stations with Family Support Unit (FSU) | Number of new police stations built | Certificate of Completion (SLP) | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Sierra Leone Police | | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical, financial support to the justice sector in Sierra Leone |
| Output 3.2: Effective, efficient and professional Judiciary including the courts | Performance rating of the Sierra Leone Judiciary | Performance management review report | NA | 0.55 | 0.60 | 0.70 | 0.75 | 0.80 | 0.85 | 0.90 | Judiciary | | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in Sierra Leone. |
| | Public perception of the confidence in the judiciary | Survey reports | NA | 0.65 | 0.70 | 0.73 | 0.77 | 0.80 | 0.85 | 0.90 | JSCO/Judiciary | | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone |

| Activities | | | | | | | | | | | | | |
|--|--|------------------------------------|----|------|------|------|------|------|------|------|-----------|--|--|
| Activity 3.2.1: Construct additional courts rooms | Number of court rooms constructed | | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 80 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone | |
| Activity 3.2.3: Recruitment resident judges, magistrates, support staff across the country. | Number of judges, magistrate and support recruited | Human resource records (Judiciary) | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone | |
| Activity 3.2.4: Construction of residences for judges, magistrates, and state counsel in the provinces | Number of residences constructed | Certificate of completion | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone | |

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| Activity 3.2.5: Training of judges, magistrates, state counsel, police prosecutors and other legal practitioners and the general populace on the new Criminal Procedure Act (when passed into law) | Number of judges, magistrate and support staff trained | Training reports | NA | 0,20 | 0,30 | 0,40 | 0.50 | 0.60 | 0.70 | 0.80 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 3.2.6: Training of court administrators to increase the efficiency of justice institutions | Number of court administrators trained | Training reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 3.2.7: Training the court chairmen in the informal local court system | Number of court chairman trained | Training reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Judiciary | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Output 3.3: Effective, efficient and professional Sierra Leone Correctional Service | Performance rating of the Sierra Leone Correctional Services | Performance management review report | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Sierra Leone Correctional Services | Government of Sierra Leone will provide adequate funding resources; donor partners such as |

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| | | | | | | | | | | | | UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | Inmates' perception of the ability of the service delivery of the correctional service (Efficiency and effectiveness) | Survey reports | NA | 0,20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Sierra Leone Correctional Services | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | Public perception of service delivery of the correctional service (Efficiency and effectiveness) | Survey reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Sierra Leone Correctional Services | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | Activities | | | | | | | | | | | |
| Activity 3.3.1: Relocate the main correctional service facility (Pademba Road Prison) to Songo | Stage of construction of new facility | Certificate of completion | NA | 0.20 | 0.45 | 0.55 | 0.68 | 0.85 | 0.95 | 1 | Sierra Leone Correctional Services | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial |

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| | | | | | | | | | | | | support to the justice sector in Sierra Leone |
| Activity 3.2.2: Recruitment of additional correctional officers | Number of correctional officers recruited | Human resource records | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.85 | Sierra Leone Correctional Services | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| Activity 3.2.4: Training of correctional officers | Number officers trained | Training reports | NA | 0.20 | 0.35 | 0.45 | 0.55 | 0.65 | 0.75 | 0.85 | Sierra Leone Correctional Services | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| Activity 3.2.5: Provision of modern vehicles, communication and other equipment, gadgets, hardware and software | Availability of vehicles, equipment, gadgets etc. | Delivery notes; inventories, | NA | 0.20 | 0.35 | 0.45 | 0.55 | 0.60 | 0.65 | 0.72 | Sierra Leone Correctional Services | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |

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| Activity 3.2.6: Decongest overcrowded correctional service facilities | Selected correctional centres decongested | Inmates' registers | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.85 | Sierra Leone Correctional Services | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| Activity 3.2.7: Construction of Remand Homes in Makeni and Kenema | Number of remand homes constructed | Certificate of completion | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Sierra Leone Correctional Services | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in Sierra Leone. |
| Output 3.4: Incidence of corruption reduced | Ranking of corruption index | MCC Indicator Scorecard | NA | 0.35 | 0.45 | 0.55 | 0.65 | 0.75 | 0.85 | 0.90 | Anti-corruption Commission | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| | Public perception of the ability of the Anti-Corruption | Survey reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.82 | Anti-corruption Commission | The government of Sierra Leone will provide adequate funding resources; donor partners such |

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| | Commission to control corruption (Efficiency and effectiveness) | | | | | | | | | | | | as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. |
| Activities | | | | | | | | | | | | | |
| Activity 3.4.1: Enforcement of anti-corruption laws, regulations and policies | Proportion of laws, regulations and policies enforced | ACC Records | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.88 | Anti-corruption Commission | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical, financial support to the justice sector in Sierra Leone. | |
| Activity 3.4.2: Public education, outreach and communications | Level public awareness and knowledge of anti-corruption activities and measures | External r assessments, reviews and survey reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Anti-corruption Commission | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone | |
| Activity 3.4.3: System reviews of MDAs and other public sectors agencies | Number of public sector entities and MDAs systems reviewed | ACC Records | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.82 | Anti-corruption Commission | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial | |

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| | | | | | | | | | | | | support to the justice sector in Sierra Leone |
| Activity 3.4.4: Assets declarations | Percentage of eligible workers asset declared using both the digital platform and manual channel | ACC Records | NA | 0.50 | 0.55 | 0.60 | 0.75 | 0.80 | 0.85 | 0.95 | Anti-corruption Commission | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 3.4.5: Recovery of asset and stolen public funds | Proportion of assets and stolen public funds recovered | ACC Records | | 0.75 | 0.77 | 0.80 | 0.85 | 0.88 | 0.90 | 0.95 | Anti-corruption Commission | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 3.4.6: Investigation, prosecution and conviction of corruption cases | Number of cases investigated, prosecuted and convicted | ACC Records | NA | 0,20 | 0,30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Anti-corruption Commission | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |

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| Activity 3.4.7: Budgetary allocation to ACC | Percentage allocation in the national budget | Ministry of Finance Annual Financial Statements; Quarterly budgetary allocation reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Anti-corruption Commission | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Outcome 4: Capacity for Service Delivery of Sector Institutions strengthened | Level of capacities of justice sector institutions | Performance management review report | NA | 0.35 | 0.45 | 0.55 | 0.65 | 0.70 | 0.75 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | Quality of services delivered by MDAs in the justice sector | Performance management review report | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | No. of (entities) which implemented (new/upgrad | System review report | NA | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | 0.90 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as |

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| | ed) systems/tools/processes/working methods to improve (specific area of service/functions), | | | | | | | | | | | UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | No. of (entities) receiving support (which implemented a new system)/ (in which new system in application) to | System review report | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordinati on Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | No. of (entities) receiving support which implemented (i.e., in application) new forms of work organisation to ... | System review report | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordinati on Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |

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| Output 4.1: Professional development capacities of the members of the bench, bar and auxiliary staff of the judiciary delivered | No. of (staff) participating in training to improve their professional competence in the area of (specific functions) | Training reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | No. of individuals receiving support to participate in mentoring programme and professional network | networks register | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activities | | | | | | | | | | | | |
| Activity 4.1.1: Conduct professional development training personnel across justice sector | No. of supported (entities) where new IT tools are fully implemented and in | Inventory of IT tools across justice sector | NA | 0.30 | 0.35 | 0.45 | 0.55 | 0.65 | 0.75 | 0.85 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 4.1.2: Introduction of mentoring programme in justice sector entities | Number of mentoring programmes | Database of mentorshi | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding |

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| | introduced | p programm e | | | | | | | | | on Office | resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 4.1.3: Establishment and participation in professional networks at national and international networks | Number of professional networks established | Database of professional networks | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | The government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing technical financial support to the justice sector in Sierra Leone |
| Output 2: Institutional capacity building for MDAs in the justice sector | Level of instructional capacity of justice sector entities | Capacity assessment report | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | No. of entities new having completed actions from reviews, assessments, surveys | Capacity assessment report | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial |

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| | | | | | | | | | | | | | support to the justice sector in Sierra Leone |
| | | Activities | | | | | | | | | | | |
| Activity 4.2.1 Legislate the mandate and operation of the Justice Sector Coordinating Office | Stage of the transition | Draft bill; Act | 0.20(JSCO Report) | 0.20 | 0.80 | 0.99 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| Activity 4.2.2: Functional / legal reviews; organisational analysis, impact assessment of justice sector entities | Progress of reviews and assessment | Review and assessment reports | NA | 0.2 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone | |
| Output 3: Relevant working tools, equipment and soft and hardwires provided | No.of justice sector entities where new working methods/ systems/tools/services developed/fully | Inventory of tools across the justice sector | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone | |

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| | | implemented | | | | | | | | | | | | |
| | | No of courts which implemented ICT tools for case management or communication between courts and parties | ICT Inventory | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone | |
| | | Activities | | | | | | | | | | | | |
| | | Activity 4.3.1: Review of working tools and methods across the justice sector | Number of entities whose systems are reviewed | System review report | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |
| | | Activity 4.3.2: Provision of new working tools and | Number of entities that has new working tools | Tools performance reports | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice |

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| | | | | | | | | | | | | sector in Sierra Leone |
| Activity 4.3.3: Support the introduction of recommendations from the review | Number of entities implementing recommendations from the review | List of recommendations implemented | NA | 0.20 | 0.30 | 0.40 | 0.50 | 0.60 | 0.70 | 0.80 | Justice Sector Coordination Office | Government of Sierra Leone will provide adequate funding resources; donor partners such as UNDP will continue providing both technical financial support to the justice sector in Sierra Leone |

| JUSTICE SECTOR WORKPLAN FOR THE IMPLEMENTATION OF THE GEWE ACT 2022 | | | | | | | | |
|---|--|--|----------|------|------|------|--|---|
| No | Activity | Objectives | Timeline | | | | Responsible Institutions | Remarks |
| | | | 2024 | 2025 | | | | |
| | | | Qtr1 | Qtr1 | Qtr2 | Qtr3 | | |
| 1 | Conduct Awareness Raising Workshops | Increase awareness of GEWE Act 2022 among state actors and CSOs | | | | | Justice Sector Communications Team-a Unit comprising all Justice sector institutions communication representatives | Collaborate to conduct joint gender awareness raising workshops with CSOs like LAWYERS, ADVOCAID etc |
| 2 | Review Existing Strategies and Plans of government institutions to ensure that they are in line with the provisions of the GEWE Act 2022 | Assess alignment of sector institutions strategies and plans with the requirements of the GEWE Act 2022 | | | | | Ministry of Justice/Justice Sector Coordination Office/Ministry of Gender & Children's Affairs | Identify areas requiring updates or amendments of justice sector institutions strategies or plans |
| 3 | Develop Training Programmes on Gender Equality, Mainstreaming and Responsiveness | Design and implement capacity building activities on Gender Equality, Mainstreaming and Responsiveness | | | | | Ministry of Justice/Justice Sector Coordination Office/Ministry of Gender & Children's Affairs/CSO's | Justice sector institutions & CSO's will develop capacity building programmes on gender equality, mainstreaming and responsiveness |
| 4 | Establish Reporting Mechanisms on the Implementation of the GEWE Act 2022 by justice sector institutions | Define procedures for monitoring and reporting on the implementation of the GEWE Act 2022 | | | | | Ministry of Gender & Children's Affairs/Justice Sector Coordination Office | The JSCO will collaborate with the Ministry of Gender and Children's Affairs to define procedures for the monitoring and reporting on the implementation of the GEWE ACT 2022 in the justice sector. |
| 5 | Conduct Sensitization Sessions for the Public on the GEWE Act 2022 and its Implementation by Justice Sector Institutions | Conduct awareness and sensitisation activities on the GEWE Act 2022 and its implementation by Justice Sector Institutions | | | | | The Justice Sector Communications Team | The Justice Sector Communications team will sensitize the public on the implementation of the GEWE Act 2022 by justice sector institutions through various platforms like the Ministry of Communication weekly press conference sessions, media talk shows, justice sector quarterly newsletters and using the JSCO & sector institutions websites. |
| 6 | Capacity Building for Gender Mainstreaming for CSOs in the justice chain | Enhance capacity of CSOs to integrate gender perspective into their policies and programmes | | | | | Justice Sector Coordination Office/Ministry of Gender and Children's Affairs | The JSCO and the Ministry of Gender and Children's Affairs will engage CSO's to integrate gender perspective into their policies and programmes to ensure effective implementation across the country |
| 7 | Partnerships with CSOs & NGOs | Collaborate with NGOs and CSOs to have an integrated approach in rolling out the GEWE Act 2022 | | | | | Ministry of Justice/Justice Sector Coordination Office/Ministry of Gender and Children's Affairs | An integrated approach between govt MDA's, CSO's and NGO's in rolling out the GEWE Act 2022 through partnerships would ensure effective implementation |
| 8 | Advocacy and Lobbying with the Executive, Legislature and Donors by the JSCO | Advocate for continued political and financial support for gender equality initiatives in the justice sector | | | | | Ministry of Justice/Justice Sector Coordination Office/Ministry of Gender and Children's Affairs | Ensure continued advocacy and lobbying with the executive, legislative and donors through parliamentary sessions, cabinet meetings, donor conferences and other necessary platforms for political and financial support for gender equality initiatives in the justice sector |
| 9 | Annual Review Conferences/ Seminars on the implementation of the GEWE Act | Organise an annual review conference and seminars to discuss best practices and plans for the further implementation of the GEWE Act | | | | | Justice Sector Coordination Office/Ministry of Gender and Children's Affairs | Conduct annual review conferences/ seminars by bringing all justice sector stakeholders seminars to discuss best practices and plans for the further implementation of the GEWE Act 2022 |

