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# 2017

## ANNUAL REPORT

Enhancing  
Justice  
Delivery

Justice Sector  
Coordination Office



## Authorization

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# EXECUTIVE SUMMARY

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The 2017 annual report of the Justice Sector Coordination Office (JSCO) highlights the activities and programmes of the period under review. It underscores the continued leading role of JSCO in facilitating the implementation of the third-generation Justice Sector Reform Strategy and Investment Plan (JSRSIP III- 2015-2018). The report features the key achievements of the year as well as challenges faced. Importantly, as the JSRSIP III enters into its final year of implementation in 2018, the report examines the opportunities for strengthened collaboration and coordination in order to increase impacts and take advantage of the environment for more reforms in the justice sector.

Remarkably, 2017 witnessed major achievements including the Development of a Diversion Framework Policy for Children in Contact with the Law, training of 250 Child Justice Actors on Child Protection and Handling of Children, and the facilitation of a pre-legislative meeting for the Criminal Procedure Bill. Furthermore, the JSCO undertook capacity building initiatives for primary justice service providers in data collection and analysis which established a standardized approach to data collection. This improved monitoring, evaluation and reporting of the work of Primary Justice Service providers. In addition, the Partners' Platform was established which enhanced the interface between primary justice service providers and Government of Sierra Leone's policy makers.

Generally, JSCO increased support to the Judiciary, Law Officers' Department, the Legal Aid Board, the Sierra Leone Police, the Sierra Leone Correctional Service and Civil Society Organizations (CSOs). In particular, JSCO enjoyed mutual support and cooperation with the Offices of the Attorney General and Minister of Justice. Additionally, JSCO further strengthened partnership with development partners including OSIWA, UNICEF and UNDP among others. These partnerships and cooperation bear great responsibility for engendering strategic policy reforms in the justice sector, increased access to justice and improved adherence to human rights principles and international standards.

Building on the key achievements of 2017, JSCO is keen on addressing a number of challenges in 2018. These include better coordination of justice sector reform actors, programmes and activities with a view to prevent duplication, enhance coherence and increase impact.

JSCO looks forward to increased funding opportunities and greater political will to accelerate the full implementation of the JSRSIP III. This will create the necessary environment for the development of a comprehensive and strategic JSRSIP IV and a solid foundation for its implementation.



# OUTLOOK FOR 2018

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The main strategic focus of the JSCO is to enhance the continuous and smooth implementation of the Justice Sector Reform Strategic and Investment Plan (JSRSIP) III (2015-2018) leveraging critical political, institutional and donor commitment and resources. As 2018 marks the end of the third generation JSRSIP, the top priority will be given to its successful implementation and a review and evaluation of the Strategy in line with Government's priorities for the Justice Sector.

Consequently, JSCO aims to achieve the following for 2018

- ❖ Facilitate the evaluation of key strategic policy documents including the Justice Sector Reform Strategy and Child Justice Strategy.
- ❖ Facilitate the enactment and implementation of critical justice sector reform legislations and other Legal Processes including the Criminal Procedures Bill and the Bail and Sentencing Instrument.
- ❖ Mobilise and expand the pool of funding for critical initiatives in the Judiciary, Sierra Leone Correctional Service, Ministry of Justice, Sierra Leone Police and Legal Aid Board etc.
- ❖ Lay the foundation for improved accommodation for the justice sector.
- ❖ Strengthen Monitoring and Evaluation capacity and Data Management in the Justice sector.
- ❖ Development of the fourth generation Justice Sector Reform Strategy and Investment Plan.
- ❖ Improve capacity building and coordination of justice sector reform initiatives.
- ❖ Support the Development of the Local Court System
- ❖ Support the Development of the Judicial and Training Institute.
- ❖ Support the Legal Aid Board in Strengthening Legal Aid Provision.
- ❖ Strengthen Capacity of Community (Primary Justice) Service Providers.
- ❖ Support the Resuscitation of the Council for Law Reporting
- ❖ Improving Accommodation for Justice Sector Institutions
- ❖ Strengthen Implementation of the Child Justice Strategy.
- ❖ Support Capacity of the Police in Crime Management.
- ❖ Support the Judiciary in the roll-out of the Case Management System.
- ❖ Support the Judiciary in the enactment and roll out of the Bail and Sentencing instrument.
- ❖ Support the SLCS in the roll out of a Case Management System – National Inmates Identity Management System (NIIMS).
- ❖ Support the Sierra Leone Correctional Service in the roll out of a Correctional System.
- ❖ Promote Participation and Implementation of International Initiatives.

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# ACRONYMS

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<b>CJS</b>	Child Justice Strategy
<b>CJWG</b>	Child Justice Working Group
<b>CPA</b>	Criminal Procedures Act
<b>CSOs</b>	Civil Society Organizations
<b>HRMO</b>	Human Resources Management Office
<b>JSCO</b>	Justice Sector Coordination Office
<b>JRSIP</b>	Justice Sector Reform Strategy & Investment Plan
<b>MDA</b>	Ministries, Departments and Agencies
<b>MoFED</b>	Ministry of Finance & Economic Development
<b>MoJ</b>	Ministry of Justice
<b>NASSIT</b>	National Social Security & Insurance Trust
<b>NIMS</b>	National Inmates Identification & Management System
<b>ONS</b>	Office of National Security
<b>OSIWA</b>	Open Society Initiative for West Africa
<b>SDGs</b>	Sustainable Development Goals
<b>SGBV</b>	Sexual & Gender Based Violence
<b>SLIEPA</b>	Sierra Leone Investment & Export Promotion Agency
<b>UNDP</b>	United Nations Development Programme

# ABOUT JSCO

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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 Subvented Office in 2015 with sixteen staff. 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.

The JSCO is co-supervised by the Office of the Vice President and the Attorney General & Minister of Justice.








Since its inception, the JSCO has successfully implemented three sector-wide strategies and is in the process of rolling out the fourth generation of the Justice Sector Reform Strategy and Investment Plan (JSRSPIV).

## **JUSTICE SECTOR** **COORDINATION** **OFFICE**

## Our Mission, Vision and Core Values

Our Mission	Our Vision	Core Values
<p>To coordinate policy development and mobilise resources to support the implementation of the GoSL's Strategic Reform Priorities in the Justice Sector.</p>	<ul style="list-style-type: none"> <li>• To Serve as an Effective and Capable Source of Policy Initiatives, Resource Mobilisation and Support to Justice Sector MDAs and CSOs in the Development, Coordination and Implementation of Justice Sector Reform in Sierra Leone.</li> </ul>	<ul style="list-style-type: none"> <li>• Team Work</li> <li>• Transparency</li> <li>• Responsiveness</li> <li>• Partnership and Collaboration</li> <li>• Professionalism</li> </ul>

## Our Mandate

<ul style="list-style-type: none"> <li>• Development of the Government of Sierra Leone's Strategic Report Priorities for the Justice Sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilise GoSL and Donor resources to support implementation of reform initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the implementation of institutional and sector-wide Strategic Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Generate information to inform policy development synergy and sequencing of implementation.</li> </ul>
<p><b>Facilitate Reforms</b></p> 	<p><b>Mobilise Resources</b></p> 	<p><b>Coordination</b></p> 	<p><b>Monitoring &amp; Evaluation</b></p> 
<ul style="list-style-type: none"> <li>• Facilitate capacity development to sustain reform</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate between justice sector MDAs, the security sector and civil society organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure effective communication of the priorities, achievements and challenges of the sector</li> </ul>	
<p><b>Capacity Building</b></p> 	<p><b>Collaboration</b></p> 	<p><b>Communication</b></p> 	

# INTRODUCTION

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Justice delivery plays a critical role in Sierra Leone's post-war development. This premise is articulated in the Agenda for Prosperity which states:

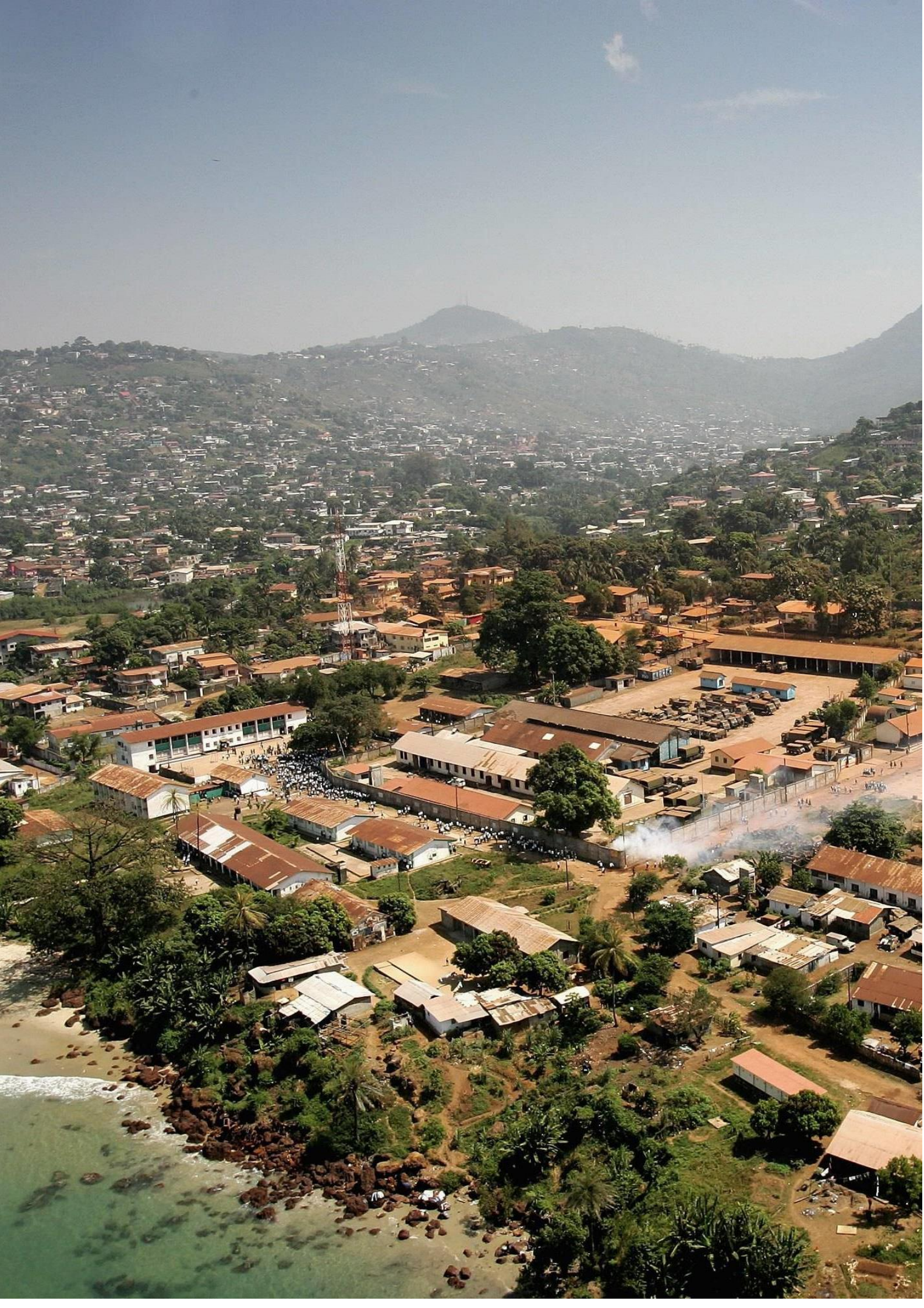
*“Sierra Leone’s desire to promote “inclusive green growth, scale up human development whilst ensuring prudent management of mineral revenues” will not be achieved if there is not equivalent emphasis placed on enhancing access to justice and promoting the Rule of Law. Judicial and Justice Sector reform and restructuring is therefore essential to attainment of a middle-income status.”*

To achieve a strong level of access and expedition of justice within the spirit of the rule of law requires a seamless interface, collaboration and coordination among the various institutions in the justice chain. Whether it is the effective investigation of crimes, speedy trials, legal aid provision or rehabilitation of inmates in Correctional Services, the challenges faced by justice sector institutions need to be coordinated in a manner that allows for the development of sustainable policy interventions by Government.

The Justice Sector Coordination Office support the government, through the Office of the Attorney General and Minister of Justice in facilitating the development of policy initiatives and joint intervention in policy issues.

The Justice Sector in Sierra Leone is at a major crossroad where the failure to match supply with demand has resulted in the congestion of justice delivery systems characterized by delays in court cases, backlog of cases and overcrowding in Correctional Centres. These challenges are systemic and are largely caused by decades of lack of investment in management systems and processes and human resource capacity building in the Justice Sector. The resultant effect of often superficial analysis of these challenges is low public confidence and lack of trust in the justice sector.

Consequently, in 2017, JSCO focused on building on the investments made in 2016 for instance with the introduction of improved conditions of services for judges, law officers and magistrates, expansion of legal aid services and correctional services reform with increased JSCO support to push for increased funding, additional recruitment and accelerate implementation of key initiatives in order to meet local and international political commitments.



# KEY ACHIEVEMENTS IN 2017

This section of the Report highlights key achievements recorded during the year under review.

## 1.0: Support to Judicial Reform

JSCO supported the judiciary in undertaking reforms of its procedures, processes and administrative arrangements. The addition of judges in 2016 saw a remarkable turnaround in service delivery of the judiciary. To further improve on this output, JSCO supported the Chief Justice to advocate for the recruitment of additional Judges and Magistrates to the Supreme, Appeal and High Courts as well as the Lower Courts. JSCO supported this process by making a case for the required manpower through the submission of a Cabinet Paper and facilitated negotiations with the Ministry of Finance and Economic Development. Consequently, in June 2017, the Judiciary increased the number of Judges from 26 to 35 with the Supreme Court and Court of Appeal fully staffed. The number of magistrates was increased from 15 to 31. Four more Registrars were also recruited to man the courts across the regions, thereby increasing justice accessibility in more remote parts of the country.

### 1.1: Juvenile Justice

JSCO engaged the Judiciary and negotiated the resumption of the Special “Saturday Courts” for handling Sexual and Gender Based-Violence (SGBV). On the Judiciary’s behalf, the JSCO successfully developed a funding proposal and engaged UNICEF on support. The UNICEF funding allowed for the training of magistrates in the delivery of gender and juvenile justice and the refurbishment of juvenile courts.

### 1.2: Proposal for the establishment of a Judicial Research Unit

Earlier in 2017, the JSCO developed a Concept/Proposal for the establishment of a Research Unit for the Judiciary. The rationale is that with a dedicated pool of researchers, judges will have more time allocated to deliberate on matters while the research for judgments and judicial precedence will be outsourced to the Unit. The net effect is that better judgments will

be arrived at within a short period of time. However, with an ongoing moratorium on GoSL recruitment, JSCO continues to partner with the Judiciary for ongoing advocacy/discussions with the Ministry of Finance and Economic Development (MoFED) to facilitate the process. This activity is at an advanced stage with vacancies expected to be filled soon.

### 1.3: Funding for the Training of Local Court Officials

The JSCO further supported the Judiciary with proposals for funding and led negotiations and engagements with OSIWA for the Judiciary to train Local Courts Officers nationwide and to train and certify paralegals through the Judicial and Legal Training Institute. The approved support will not cover trainings but will provide institutional support geared towards strengthening the institution to provide further trainings in the future.



### 1.4: Support to the Bail and Sentencing Committee.

JSCO played a key role in providing technical advice in the reform of Bail and Sentencing instruments. This led to the development

and publication of a Bail Policy and drafting of a Sentencing Instrument. These initiatives are integral to improving judicial procedures, responsiveness and accountability which together have the potential to improve public perception of the justice sector.



Justice Sector Stakeholders reviewing the draft Bail and Sentencing Guidelines

## 2.0: Support to the Reform of Critical Justice Legislation – Criminal Procedures Bill

In January 2017, the JSCO with support from OSIWA facilitated the review of the Criminal Procedure Bill in two separate retreats. The Retreats brought together key stakeholders from the Judiciary, Law Officers' Department, Sierra Leone Police, Bar Association and AdvocAid. The Draft Bill progressed through both the Justice Sector Reform Sub-Committee on the Criminal Procedures Act (CPA) and the Rules of Court Commitment. Critical contributions were made by various stakeholders.

Once the review process was completed, the JSCO facilitated printing of the Bill and further facilitated a pre-legislative meeting with Members and Leadership of Parliament on the merits

of the Bill at Parliament. A successful meeting with the Attorney-General and Minister of Justice ushered a compelling case for the enactment of the Bill into Law. Both the Majority and Minority Leaders in Parliament gave their support to the Bill. The Bill was not enacted into law; however, the groundwork was completed and will ultimately lead to the passing of the Bill in 2018.

### 2.1: Reform of Part V (Criminal Libel) of the Public Order Act 1965.

JSCO facilitated the review of Part 5 of the Public Order Act of 1965. A national symposium and review workshop was held. This drew on the expertise of both national and international technocrats in media practice. Report from the proceedings was presented to Cabinet and 500 copies of same printed out for circulation to the wider

public in order to garner support so as to pass the reviewed sections into law.

Evidently, the Justice Sector in Sierra Leone is racing to update its legal instruments which are mostly either outdated, legislated in the latter days of colonial rule or quite early into independence. The Criminal Procedure Act is one such piece of legislation, though previously partly reviewed, it still needs further reviews to reflect modern judicial processes, practice and international human rights standards.

## 3.0: Support to the Office of the Attorney General and Minister of Justice

Crucial to the work of the JSCO is ensuring that critical justice reform issues are placed on the agenda and given the requisite political attention. This objective is achieved by providing the Attorney General and Minister of Justice with daily briefings of all activities undertaken by the JSCO in addition to advising the former on justice sector reform initiatives, opportunities, and challenges. Through the Coordinator, the JSCO also ensures that the policy reform initiatives are supported.

### 3.1: One Year in Office.

In early 2017, the Attorney General and Minister of Justice marked a year in office and the JSCO was tasked with chronicling his work during this period. The team undertook a short data collection process from departments and agencies in the sector to capture the achievements and challenges in his first year in office. This data was collated, analysed and a 'First-Year in Office' Report was produced, which was reviewed internally before being sent to the Office of the Attorney General for concurrence.

### 3.2: National Inmate Analysis.

JSCO prepared and submitted Quarterly Reports on the Status of Inmates in Correctional Centers across the country to the Attorney General and Minister of Justice. These reports were based on monthly lock-up data, collected by the SLCS and shared with Justice and Security Stakeholders. The reports provided analysis of inmate population and pointed out potential policy issues to the Attorney General and Minister of Justice for further directives.

### 3.3: The Attorney General and Minister Makes Keynote Address in The Gambia.

In May 2017, the Attorney General and Minister of Justice received an invitation from his Gambian counterpart, to attend and serve as Keynote Speaker at the National Stakeholders Conference on Justice and Human Rights. The AG was accompanied by the Coordinator of the JSCO who provided assistance in drafting the keynote speech and Mission Report of the Conference. He was also assigned the task of following up on the next steps of their bilateral engagement – issues of technical assistance between the Ministries of Justice of the Gambia and Sierra Leone.

### 3.4: Concept Paper for Improving Accommodation for Justice Sector Institutions.

JSCO worked with the Attorney General and developed a Concept Paper titled: “Case for the Construction of a Judicial Square at the former Special Courts for Sierra Leone Premises at New England-Ville, Freetown”. The paper seeks to improve Accommodation for Justice Sector Institutions by proposing the construction of a modern complex at the current premises of the Special Court for Sierra Leone. The Project, once approved would provide a ‘one-stop shop’ of offices that aims to provide decent and adequate accommodation that would house not only the Ministry of Justice, but all its component institutions; the Sierra Leone Judiciary, Justice Sector Coordination Office, Law Reform Commission and the Legal Aid Board. It uses a financing model used in Ghana in which the cost of the construction will be paid for through a loan from the national insurance scheme guaranteed by Government with repayment made through

finances and fees collected by justice sector institutions. The Concept Paper was submitted to the Attorney General who took it to H.E the President for further discussions. It is important that this initiative is followed up in 2018 and tap into all available opportunities for actualizing it.

### 3.5: Attorney General and Minister of Justice Attends Invest Sierra Leone Conference.

Invest Sierra Leone is the only annual forum focused on investment in Sierra Leone. It is a collaboration between leading global law firm, Herbert Smith Freehills, and Insight - Sierra Leone’s dedicated business and investment platform.

Under the theme ‘Investment in Sierra Leone - a tradition of innovation’, the 2017 Invest Sierra Leone focused on raising awareness about both traditional and newer investment opportunities, discuss innovative financing approaches and facilitated investment and business partnerships.

JSCO has worked closely with Herbert Smith Freehills and other partners in developing and implementing a strong Commercial Law and Justice component of the Justice Sector Reform Strategy and Investment Plan. In March 2017, JSCO

helped organize a Commercial Law and Justice Summit to draw attention to the efforts within the Justice Sector that will help improve a business and investor friendly climate in Sierra Leone.

With much of the planning of the Invest Sierra Leone Summit done by HSF, JSCO and other partners, the Coordinator accompanied the Attorney General and Minister of Justice as part of Sierra Leone’s

delegation, which also included the Minister of Foreign Affairs and International Cooperation and other stakeholders from SLIEPA, NASSIT and Ministry of Finance and Economic Development. As such, JSCO provided advice on the development and scheduling of the Conference with HSF and wrote the speech for the Attorney General and Minister of Justice.



“Invest in Sierra Leone” Event

### 3.6: Ministry of Justice Gets a Legal Adviser.

JSCO developed the terms of reference and supported the recruitment of a Legal Advisor that reported to the Solicitor General with responsibilities for research and analysis. This support was anchored on improving institutional capacity including expanding human resources, training, introduction of technology, and development, strengthening and streamlining systems and processes to

improve and speed up work and support wider justice sector development.

### 3.7: G7+ Technical Meeting in Portugal.

The g7+ is a voluntary association of countries that have been affected by conflict and are now in transition to the next stage of development. The goal of the g7+ is to help stop conflict, achieve peace building and state building and eradicate poverty through innovative development strategies, which are harmonized to the country context, aligned to the national agenda and led by the State and its people.

Sierra Leone holds the Chair of the g7+. The above meeting is a follow-up to the International Dialogue meeting of g7+ Justice Ministers that took place in Freetown in 2014 which witnessed the attendance of senior officials and their counterparts from the respective Ministries of Justice. This meeting discussions centered on accelerating the implementation of Goal 16 of the Agenda 2030 relating to access to justice with specific emphasis for citizens of conflict-affected countries.

The delegation from Sierra Leone comprised:

- The Attorney General and Minister of Justice – Head of Delegation
- Mrs. Abie Kamara – Focal Point to the Chair g7+ (Ministry of Finance and Economic Development).
- Dr. Henry Mbawa – Focal Point to the Co-Chair (Justice Sector Coordination Office)

## 4.0: Analysis of GoSL Funding to Key Justice Sector Institutions

The JSCO's work also involves resource mobilisation for institutions within the sector. In this regard, the office undertook a research work titled "*Analysis of the Government of Sierra Leone's Budgetary Support to Five Key Justice Sector Reform Institutions (2014-2016)*". This work submitted to the Attorney General and other key stakeholders in the Justice Sector underscored investment to the sector by the GoSL over a three-year period (2014-16).

The study revealed that over a 3-year period, about Le 26 billion (\$3.6million @ Le7300/\$) has been invested on five core Justice Sector institutions critical to the achievement of Pillar 7 of the Agenda for Prosperity, JSRSIP and Goal 16 of the United Nations Sustainable Development Goal (the Judiciary, Law Officers' Department, the Human Rights Commission, the Legal Aid Board and the Justice Sector Coordination Office). This conclusion is clearly associated with increased political support and visibility of the impact of reforms.

**The chart below shows a summary of investment over the period 2014-2016.**

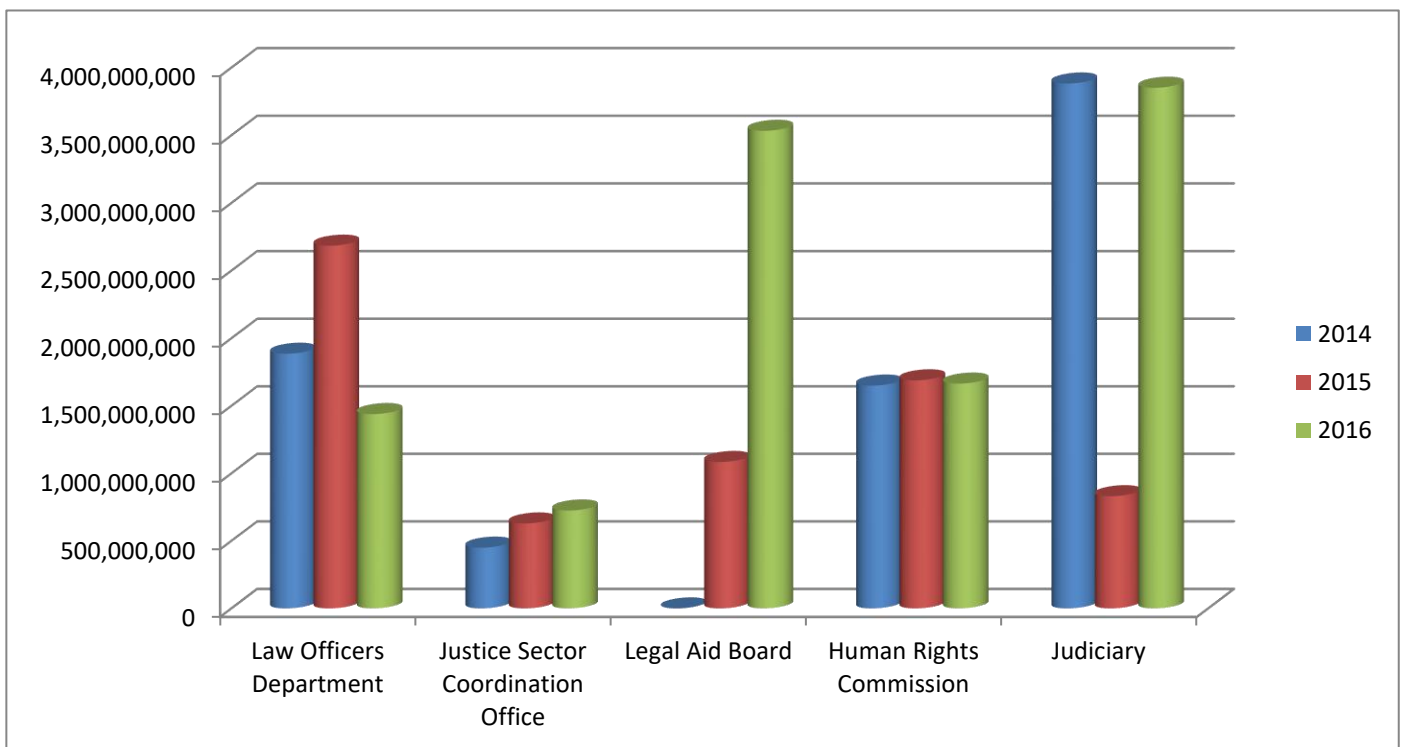


Figure 1: Yearly Trend of GoSL Expenditure to 5 Justice Sector Institutions.

## 5.0: JSCO's efforts in Institutionalizing Community Justice Service Provision

The JSCO partnered with OSIWA and NAMATI to promote community justice service provision across Sierra Leone. The objective of the project was to empower communities learn to address minor justice issues through legal education and alternative dispute resolution delivered by Community-based Paralegals. This goes to contribute to the overall access to and dispensation of justice in communities that sometimes only boast of a police post or rely on traditional rulers for accessing justice. Additionally, the formal justice system is allowed a reprieve from the ever-growing pressure of backlog cases and overcrowded Corrections facilities.

In June 2017, the JSCO, with funds from OSIWA organised a series of Primary Justice Conferences for Community Justice Service Providers across the country. The conferences aimed among others to improve peer learning and experience sharing for community justice service providers. The 88 participants across the country brought together during the two conferences led to the establishment of regional/district level platforms. The platforms serve as the main mechanism of facilitating the expansion and improvements in primary justice services using standardised best practice approaches.



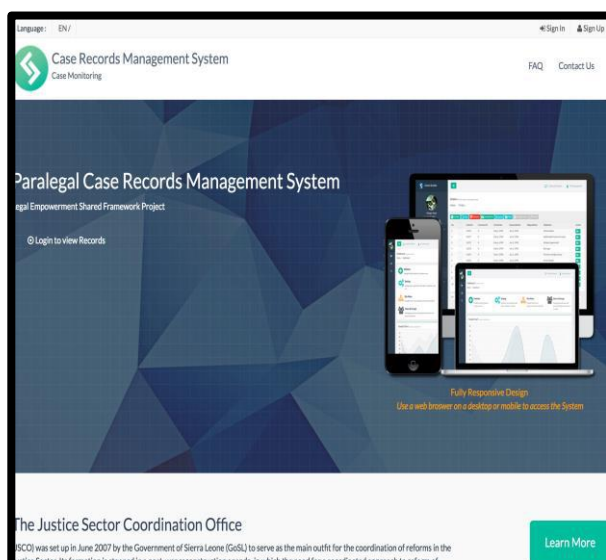
**JSCO in collaboration with NAMATI and OSIWA organize a Review Meeting of the Data Management Platform for Primary Justice Service Providers.**

## 6.0: Establishment of Online Data Management System for Community Service Providers

Working closely with primary justice service providers, the Legal Aid Board and Namati with funding from OSIWA, JSCO facilitated the establishment of a case management system. With the approval of funds in early 2017, JSCO and NAMATI commenced work with assessing the data capabilities and needs of the partner institutions which helped in the design of the national case management system - a two-tiered case management system; paper-based and a web-based database. The paper-based case forms are used in the field to collect data of clients seeking services from Paralegals which are later transferred to data clerks for input into the web-based platform. The web-based platform is accessible at institutional level while JSCO has project-wide access. Project materials were procured; Laptops for each partner institution, computer with accompanying operation system, Antivirus and statistical package (SPSS). JSCO provided over 10,000 copies of case forms to partner institutions and continually provides technical backstopping to field offices.

JSCO and NAMATI organized the Data Management training for Paralegals and their Managers in April 2017. The training which was funded by OSIWA built the capacity of partner Paralegals and their Managers in the use of Case Records Forms and Web-Based Data Management Platform. A total of 87 participants were trained in two groups. The training was designed to be highly interactive with teaching sessions interspersed with questions and reactions from the participants. Partner institutions were given laptops to enhance their Data Management capacity. Copies of Case Forms were also shared with partners. At the end of the training, participants were awarded certificates of participation.

As a follow-up and based on the feedback of monitoring visits, JSCO organised a Refresher Training for Data Clerks and Managers at the Justice Sector Conference room in July. This small but focused group spent two days working on the content of hard copy case forms and the web-based platform with lots of practice time to explore with the newly acquired skills.



“Paralegal Case Records Management System” from the Concept Note reviewing the data management platform

## 7.0: Support to The Legal Aid Board of Sierra Leone

JSCO continued its strategic engagement with the Executive Director of the Legal Aid Board. It supported the Board in developing Terms of Reference for hiring a Consultant that developed a 5-year Strategic Plan for Legal Aid Provision. The fund for this activity was obtained under the Legal Empowerment Shared Framework Project sponsored by OSIWA.

JSCO continued to provide technical advice to the Board in capacity building and training of paralegals. It also worked closely with the Board to develop a proposal for the implementation of the Community Advisory Bureaus.

## 8.0: JSCO Coordinates the Implementation of the Child Justice Strategy

Child Justice continues to be a major priority for the Government of Sierra Leone. This is demonstrated by the establishment of the Government of Sierra Leone's Child Justice Strategy (CJS) 2015-2018 and is consistent with Goal 16 of the Sustainable Development Goals (SDGs). Since 2014, the Government of Sierra Leone and its development partners have prioritised implementation of the CJS. Consequently, during the period of implementation of the Child Justice Strategy great strides have been made on issues relating and surrounding Child Justice through coordination and strategic planning and management among partners.

### 8.1: Coordination of the Child Justice Working Group.

JSCO continued the coordination of child justice partners through the Child Justice Working Group (CJWG). The group comprises key justice institutions, child protection agencies and development partners. This group was set up in 2015 primarily as a platform for strategic coordination in order to enhance the implementation of the Child Justice Strategy 2015-2018. JSCO continues to provide leadership in the implementation of the Child Justice Strategy through serving as Chair of the Child Justice Working Group. During this period, the CJWG was expanded to include additional partners from civil society while participation improved among key institutions including the Judiciary,

Sierra Leone Police and the Legal Aid Board, the Ministry of Education, the Teenage Pregnancy Secretariat etc. The meetings of the CJWG among others established a coherent approach which improved information sharing and strategic advocacy.

### 8.2: Development of the first National Diversion Policy.

JSCO in collaboration with the Child Justice Working Group and with funding from UNICEF held national consultations and engagements to inform a Diversion Policy for children that comes into conflict with the law. The policy calls for the establishment of alternative mechanisms to formal judicial redress for children in conflict with the law. Following several consultations, meetings



and workshop the Child Justice Working Group produced a Diversion Policy in July 2017. The document which in addition to engagements and consultations took into account international standards and relevant legislations and seeks to address the process under which children that comes into conflict with the law can be diverted from the formal justice system. The framework was produced with technical support from partner institutions including the Sierra Leone Police, The Ministry of Social Welfare, Gender and Children's Affairs, UNICEF, international NGOs etc. By the end of 2017, the Policy has been validated by these institutions with plans to train Police Officers and Social Workers and to pilot the policy in 10 police stations in Freetown early 2018.

Across the globe, there is an increasing number of children coming into contact and conflict with the law. This interaction with state institutions including police, courts and prisons, tend to leave children with serious psychosocial traumas, mental and physical damages which have long term effect on their wellbeing and educational development. Most state justice institutions lack the expertise or environment to provide

specialized services for children that come in contact with the law. Too often, this situation is attributable to the culture of criminalization of children in most jurisdictions. In police stations, court rooms or detention centers, children in contact or conflict with the law get treated as common criminals even when they are first time offenders.

### 8.3: 250 Child Justice Actors Trained in Child Friendly Approaches to Justice Delivery

With funding from UNICEF and Save the Children, JSCO led the CJWG in the development of a training manual and training of 250 child justice actors across the country. The training focused on building the capacity of child justice actors in responding to child justice issues in a friendly and professional manner based on national and international protocols. In 2016, the CJWG prioritized, among others the need to increase the capacity of child justice actors across the country in the handling of children in contact with the law as a critical component to achievement the objectives of the Child Justice Strategy.



Training of Child Justice Actors

## 9.0: Perception Survey on Justice and Security Service Delivery

After almost a decade of reforms in the Security and Justice sector, the JSCO in collaboration with the Office of National Security (ONS) and with funding from the UNDP undertook a national Public Perception Survey. The survey had three main objectives:

1. To gauge public perception and levels of satisfaction of services provided in the justice and security sectors;
2. To establish credible data that will form a baseline for future measurement of progress attained; and
3. To map out areas for improvement in the sectors.

The survey concluded that “ratings across the board are satisfactory” but underscores the fact that “there still exists significant challenges in the sectors studied and much more needs to be done to further improve on the performance of the sectors in terms of relating with, and the delivery of services to the general public”.

## 10.0: JSCO Strengthens Monitoring and Evaluation Capacity in Justice Sector

JSCO, with support from the UNDP trained 35 participants from Justice and Security sector institutions in data collection, analysis and broad techniques in M&E. A key component of the JSRSIP III is the need to strengthen Monitoring and Evaluation capacity of justice sector institutions. The lack of data collection and analysis continues to undermine the ability to map out lessons learnt and improve policy development.



Completion of 6 Weeks of Monitoring and Evaluation Training for Justice and Security Actors

## 11.0: Correctional Service Reform

JSCO, in collaboration with the Sierra Leone Correctional Service and Fix Solution (an IT company) successfully secured funding from OSIWA for the implementation of a National Inmates Identification and Management System (NIIMS). The project aims to build management capacity to manage inmates' rehabilitation through the deployment of an electronic database of the comprehensive demographic and socio-economic profile of inmates. The project will train Correctional Services officers to capture biometric and other demographic and socio-economic profile of inmates in order to assist in crime management and the rehabilitation of inmates. In 2014, Parliament enacted the Correctional Services Act, which aims to transform the prison system from one of punitive to rehabilitation. However, a lack of funding among others has plagued the roll out and implementation of the above legislation.

## 12.0: Continental Conference on Collaboration Between the Judiciary and Community Justice Institutions in Africa

As part of its efforts to show case Sierra Leone's experience in justice reform, JSCO joined a number of international organisations and representatives of governments and CSOs from 15 countries to discuss strategies for deepening collaboration between the Judiciary and Community Justice Service Providers in a three-day International Conference in Kigali, Rwanda in August 2017. The Conference aimed to map out effective strategies for deepening and broadening access to justice in Africa through collaboration between the Judiciary and Community Justice Institutions.

During the Conference, which was Co-Chaired by the Chief Justice of the Republic of Sierra Leone, JSCO provided support to the Sierra Leone delegation through drafting of speeches, talking points and reflection notes. JSCO also took part in panel discussions on key topics in order to inform the desired objectives of the conference. The Conference ended with a firm commitment to promoting access to justice through the launch of a communique and establishment of the African Centre for Excellence.

**Chief Justice (middle, front) with Court of Appeal Judges, OSIWA Representative, TIMAP for Justice representative, and JSCO Coordinator at Continental Conference**



## 13.0: Capacity Building of JSCO Staff

JSCO puts premium on building the capacity of its staff to carry out its unique coordination role in government. Ensuring that staff have the requisite skills set in a dynamic market environment is critical to the survival of JSCO. As such, every year, JSCO endeavors to ensure that opportunities for capacity building are made available to staff.

### 13.1: JSCO Staff Attend Seminar in China.

In September 2017, three staff of the JSCO took part in a four-week International Seminar on Governance. The staff included the Deputy Coordinator, Programmes Coordinator and ICT Specialist. The Seminar provided an opportunity to learn from the experiences of China governance architecture while providing useful opportunities for networking with counterparts.



JSCO Staff Attending Seminar in China

### 13.2: Program Coordinator Attends Training in Ireland

JSCO facilitated a training for the Programmes Coordinator on Justice Sector Reform: Applying Human Rights Based Approaches. The central objective the training programme was to enhance the skills of participants in applying Human Rights Based Approaches to Justice Sector Reform

### 13.3: Programmes Officer Wins Post-Graduate Scholarship to Study in China.

JSCO nominated the Senior Programmes Officer (Ms. Sylvia Kabia) for an International Master of Business Administration. This One Year Scholarship is funded by the Chinese Ministry of Foreign Affairs.

### 13.4: Routine ICT Training

In February 2017, consultants working for the JSCO undertook routine ICT training. The training which targets all administrative and programme staff focused on refreshing and strengthening ICT skills in various common computer applications including Microsoft Office, SPSS and the internet. The training is based on needs assessment of staff ICT skills gaps undertaken by the Deputy Coordinator.

## 14.0: JSCO Financial Management Systems

The JSCO plays a key role not only in setting the national agenda for reforms in the Justice Sector, but also works closely with both local and international donors and GoSL in mobilising resources that support the achievement of government reform agenda for the Sector. Thus, JSCO prioritizes the efficient and effective financial management and reporting of both GoSL and Donor funds.

### 14.1: Completion of Internal and External Audits for 2016 Accounts.

Since its establishment, JSCO has ensured that regular audit of its finances are undertaken by the Auditor General of the Government of Sierra Leone. In 2017, the Auditor General completed the audit of 2016 accounts. The Auditor General gave an “unqualified opinion” of the financial statements and accounts of the JSCO for 2016.

In addition to the Auditor General’s audit conclusions, the Internal Auditor concludes that the “Justice Sector Coordination Office’s financial control weaknesses reduced greatly as per 2016”. This is consistent with the conclusion of the external auditors which states that “controls in place at JSCO have improved considerably...The Office

was able to implement the previous audit recommendation”.

### 14.2: Installation of Up-to-date Quick Books Software.

In May 2017, the JSCO hired the services of a Consultant to upgrade its QuickBooks Accounting Software and to undertake all necessary configurations required for an optimal use of the software. The installation was accompanied by an extensive training of the accounting staff on the use of the software. The process also involved adapting the QuickBooks software to JSCO specific circumstances, equipping staff with the technical capacity required to manage the day-to-day accounting transactions, and producing required reports using the QuickBooks Accounting Software.

## 15.0: Collaborating with Senegal Delegation

Sierra Leone and Senegal have prominent similarities in terms of community justice that can set the ground for experience sharing. Both countries have incorporated community justice in the institutional framework of justice public service delivery. Both models are based on public/private partnership. They all provide no cost legal service to poor, marginalized and vulnerable communities using paralegals. They all have developed a data collection system for their reporting and analysis. They also share the same challenge of financial sustainability, high paralegal turnover rates, difficulty measuring impact, amongst other challenges. OSIWA provides support to the initiatives in both Sierra Leone and Senegal and is one of the key partners of the two countries in facilitating the effective functioning of each innovative access to justice approach.

Therefore, in November this year, JSCO met with their partners in Senegal and OSIWA to explore lessons, options, opportunities, and challenges in legal empowerment and access to justice promotion. It was a rewarding and informative learning experience as both country's organizations were able to share experiences, impacts, opportunities, and challenges with each other with a view to assess and consider what can be replicated in either of the countries. Moreover, information was shared on how they can both improve their respective access to justice programming and brainstorm ideas that can be implemented for future projects.



JSCO meeting with Partners from Senegal and OSIWA exploring lessons, options, opportunities and challenges in legal empowerment and access to justice promotion



## 16.0: International Internships

In 2017 the JSCO commenced a successful international internship program. The internship was conducted in conjunction with the University of Toronto (Canada), and enabled an undergraduate student to participate in a 90 day term with the JSCO and its partner organizations. The purpose of implementing this internship is to provide a foreign university student interested in international work the opportunity to make a meaningful contribution in a public interest setting. The JSCO offers such an opportunity, enabling the intern to work in a

high-level government setting with prominent government officials. While the intern benefits from developing his or her skills in a fast-paced professional environment, the JSCO also benefits from a fresh perspective and exposure to an alternative skill set.

At the JSCO, the 2017 intern, Jordan Imahori, drafted, edited, and reviewed key documents, in addition to playing a major role on certain projects of his interest. The JSCO understands the importance of helping its partner organizations and thus looks to match the intern's interest with a suitable partner. For example, Jordan was able to work in Kono for a few weeks with one of the JSCO's partners: the Network Movement for Justice and Development in Kono. In addition to developing his skills, Jordan completed meaningful work for the Government of Sierra Leone and was able to go back to his university and speak about his experience to his peers. Because of the JSCO's first successful internship, it has expanded the opportunity and accepted four Law students from the University of Toronto for the 2018 summer.



Jordan Imahori, 2017 Intern,  
with the Attorney General and  
the Minister of Justice, Joseph  
Fitzgerald Kamara

# SENIOR PROGRAMMES TEAM

## Henry Mbawa PhD: Coordinator

Henry holds a PhD in Politics and International Studies from the University of Leeds and a MA in Governance and Development from the University of Antwerp in 2012 and 2007 respectively. In 2004, he graduated with a BA (Honours) in Political Science from the University of Sierra Leone. Upon completing his MA, he was awarded the Province of Antwerp Development Cooperation Prize for Research in 2007.

Henry has over ten year's experience in public policy development and implementation of governance reform programmes. Before moving to the Justice Sector Coordination Office in 2014, he held several positions in the Public Sector Reform Unit in the Office of the President prior and after his postgraduate studies. He also later served as National Adviser on reforms to the Secretary to the Cabinet and Head of the Civil Service; a project that was managed by Adams Smith International (ASI) under the DFID funded African Cabinet Government Initiative. Henry has also served as Lecturer at Fourah Bay College, University of Sierra Leone.



## Bridget Osho: Deputy Coordinator

Bridget has over 10yrs national and international legal practice experience. She received her LLB degree with honors from Fourah Bay College, University of Sierra Leone and her Barrister-at-law degree from the Sierra Leone Law School. Ms Osho earned a specialization degree in human rights; Masters of Law in Human Rights, from Monash University in Victoria, Australia. Before her job with JSCO Ms Osho was the Coordinator of the Sierra Leone Legal Information Institute ("Sierra Lii"). She also held several positions in the Office of the Prosecutor of the Special Court for Sierra Leone. Ms Osho's previous experiences also include practising as a Barrister and Solicitor in private legal firms in Sierra Leone.





## Shahid M Korjie: Resources Coordinator

Shahid holds a MSc in Finance and Economics from Manchester Business School, the University of Manchester, UK and BSc Hons. Economics, Fourah Bay College, University of Sierra Leone. He has over 10 years work experience in both Private and Public Sectors with expertise in Business Finance, Policy Development and Public Sector Governance. Prior to his joining the Justice Sector Coordination Office, he served as the Head of Programmes, Public Sector Reform Unit (PSRU), in the Office of the President, and was responsible for coordinating and facilitating the implementation of initiatives of Public Sector Reform Programmes. Shahid has also served as a Group Head, Corporate Banking Division, Guaranty Trust Bank (SL) Limited and worked for the National Social Security and Insurance Trust (NASSIT).



## Max Katta: Programmes Coordinator

Max holds a Master's Degree in Peace and Development Studies and a Bachelor of Arts degree from the University of Sierra Leone. He is a Fellow in Transitional Justice and a graduate of many courses including Mediation, Conflict Prevention, Conflict Transformation and Peacebuilding, Monitoring Judicial Systems, Responsibility to Protect and Protection of Civilians. Max has more than ten years work experience in UN Peacekeeping and Peacebuilding Missions in Africa in areas of Human Rights and Rule of Law, Political Affairs and Civil Affairs. He also has extensive experience as civil society activist in judicial monitoring, accountability and reforms.



## Miriam Jalloh: Monitoring and Evaluation Coordinator

Miriam Ballay Jalloh holds a Bachelor of Science degree with Honors in Statistics and a Masters in Business Administration from the Fourah Bay College University of Sierra Leones and the University of Maryland University College respectively. She has over ten years management experience having worked at the National Revenue Authority, Ministry of Finance and Economic Development and KPMG. During these periods, Miriam developed an expertise in monitoring and managing Data collection and Analysis, reporting economic performance to development partners and managing international executive services of regulatory and compliance.



## Sylvia Kabia: Programmes Officer

Administration and Management (IPAM), University of Sierra Leone. She is currently completing the International Master of Business Administration at the Beijing Normal University in China.

Sylvia has over fifteen years experience working in the public services having worked at the Government of Sierra Leone's Human Resources Management Office (HRMO) and a number of Ministries including the Water Resources.



## SOME OF OUR PARTNERS

The following table summarises JSCO's relationship with key partners and stakeholders during the reporting period:

<b>Partner / Stakeholder</b>	<b>Relationship update</b>
<b>Attorney General &amp; Minister of Justice</b>	JSCO works directly with the Office of the Attorney General and Minister of Justice in facilitating the development of reform initiatives and mobilising resource for their implementation. The JSCO's relationship with the AG-MoJ, ensures that local and international initiatives are promoted, monitored, sequenced and implemented. It works closely with the Solicitor General and Director of Public Prosecutions.
<b>Chief Justice of the Republic of Sierra Leone</b>	The Chief Justice and the Judiciary has a healthy and growing relationship with the JSCO. This is facilitated by bilateral meetings between the Chief Justice, the Coordinator and Senior Judges including the Chair of the Bail & Sentencing Working Group. JSCO is at hand to provide direct support to the Chief Justice and other senior judges and Master in the reform of the Judiciary.
<b>Ministry of Finance &amp; Economic Development</b>	MOFED continues to be very supportive of the work of JSCO in spite of the difficulties in the economy of the country. JSCO held bilateral meetings with the Director of Budgets and other Officials for advice and direction on developing budget among others as well as mobilising resources to support the implementation of the JSRSIP..
<b>Ministry of Social Welfare, Gender and Children's Affairs</b>	JSCO continues to maintain a cordial relationship with the MSWGCA which is a key partners MDA on the Child Justice Working Group and instrumental in leveraging child justice issues.
<b>National Children's Commission</b>	JSCO and NCC have strong professional ties and are key partners in the implementation of the Child Justice Working Group. Apart from Committee meetings, the two institutions interact and support each other at both management and operational level.
<b>Legal Aid Board</b>	JSCO continues to support the work of the Board through technical backstopping. Both heads of Institutions form a core part of the Attorney General's advisory team.
<b>Sierra Leone Correctional Services</b>	The two institutions continue to work closely. Monthly submission of the Lock-up data is made to the JSCO for analysis and reporting to the Attorney General and other stakeholders. The Heads of the institutions interface bilaterally and at several committee meetings.
<b>Office of National Security</b>	ONS and JSCO work closely as the key institutions that connect the Justice and the Security Sectors. Apart from the bi-weekly representation of the Coordinator, at the National Security Council Coordinating Group meetings, both Coordinators frequently consult each other on policy issues.

<b>Sierra Leone Police &amp; Family Support Unit</b>	JSCO and the SLP have nurtured and maintained strong ties over the period. JSCO prioritises supporting the Crimes and Gender Divisions SLP given their central functions in addressing criminal justice reforms. Interactions go beyond Working Group meetings, to conducting joint monitoring visits among others.
<b>UNDP</b>	JSCO works closely with the UNDP JSCO sits on the Steering Committee on the Rule of Law and is regularly consulted on governance and rule of law matters.
<b>UNICEF</b>	UNICEF is a key development partner of the JSCO and the Child Justice Working Group. UNICEF works closely with the JSCO in ensuring that the child justice issues receive sufficient attention in the wider justice sector reform agenda, while also providing funding for their implementation.
<b>OSIWA</b>	OSIWA is one of JSCO's important partners in the implementation of the JSRSIP. It works closely with the JSCO in promoting community justice and demand-side justice priorities using best practice and technologically driven approaches.
<b>Irish Embassy</b>	JSCO and Irish Aid continue to interact as we strategise on the way forward with the Repeal of Part Five of the Public Order Act. The Irish Embassy has provided the funds for the Repeal process for JSCO to disburse and manage the funds.
<b>DFID</b>	JSCO has a longstanding relationship with the DFID dating back to the formation and operationalisation of the JSCO. It remains the biggest source of funding for Justice Sector reforms since the end of the civil war.
<b>UK Sierra Leone Pro Bono Network (UKSLPBN),</b>	The Sierra Leone Pro Bono Network is a key partner of the JSCO. It provides technical assistance in the delivery of the Network's activities of providing professional support and exchange programme, remote assistance (e-learning, knowledge and advice), capacity building training programme (both generic and specific) and assisting with the strengthening of legal institutions (e.g. legal education and resources, and pro bono provision).
<b>Namati</b>	One of the leading primary justice service providers, Namati has a long standing relationship with the JCSO. Through collaboration and joint implementation, the two seek to expand access to justice to rural communities through capacity building and peer-learning programmes for primary justice service providers.

# ORGANISATIONAL CHART (Organogram)

