

<p>Participating UN Organization: Office of the High Commissioner for Human Rights (OHCHR)</p>	<p>Sierra Leone PBF Priority Area: Justice and Security</p>
<p>Project Manager: Name: Binta Mansaray Address: Special Court for Sierra Leone Jomo Kenyatta Road, Freetown, Sierra Leone Telephone: +232 22 297000 +232 76 680 374 E-mail: mansarayb@un.org</p>	<p>Peer Group Chair Name: Address: Telephone: E-mail:</p>
<p>Project Number: Project Title: Peace Museum</p>	<p>Project Location: Special Court for Sierra Leone (SCSL)</p>
<p>Project Description: <i>Sentence identifying issue/problem tackled and people affected</i></p> <p>To coincide with its closure, the Special Court intends to create a lasting memorial of the civil war to honor the suffering of the victims and provide a place for citizens, lawyers, academics and tourists to learn about the war and the institutions that followed it.</p> <p>It will also highlight the efforts made at reconciliation and accountability, standing as a reminder that those who bear the greatest responsibility for the crimes committed during the civil war were held accountable. As the Special Court closes and the Peacebuilding Fund concludes its operations, the museum will mark the end of the country's post-war reconstruction phase and represent Sierra Leone's commitment to never again let the country descend into violence.</p> <p>The Peace Museum will also include the Special Court for Sierra Leone's (SCSL) library, a public copy of its records and training materials developed during the Court's various training programs. As a repository for a copy of the Court's public records, information on international law and as a training facility, the museum will continue to strengthen the justice sector in Sierra Leone beyond the Court's closure.</p>	<p>Total Project Cost: \$195,000 PBF: \$195,000 Government Input: Other: Total: \$195,000</p> <p>Project Duration: 12 months 1 November 2010 – 31 October 2011</p>
<p>Development Goal and Key Immediate Objectives: The development goal of this project at the national level is to contribute to improved peace and security in Sierra Leone. To achieve its goal, the project's objective is to create a memorial that honors its victims, informs the public debate on the civil war and provides access to the Court's jurisprudence for the judiciary and researchers. To realize the aforementioned goal and objective, the project shall seek to deliver the following outputs:</p>	

Outputs and Key Activities:

Paragraph outlining essential details of the project

Peace Museum:

The project will convert an existing building within the SCSL premises into a museum, which will narrate the context, events and conclusion of the civil war, using any relics or first hand accounts available. Focus will be placed on the experiences of victims, using the first-hand accounts collected by the Truth and Reconciliation Commission to tell their stories. Given the high rate of illiteracy in Sierra Leone, audio and visual material will be installed where possible and could include material produced by the Court for its outreach activities.

Memorial:

Sierra Leonean artists will be commissioned to design an installation as a tribute to the lives lost and suffering caused by the war.

Law Library:

The library will contain a paper and an electronic copy of the Court’s public records and the holdings of the SCSL library, thereby providing access to a wealth of jurisprudence and information of historical value for lawyers, academics, journalists, war victims associations, civil society and future generations. The Court hopes to include the records of the Truth and Reconciliation Commission and the National Commission for Disarmament Demobilization and Reintegration.

Training Facility:

The Court conducted many training courses with national judicial institutions and has generated training materials as a result. A multi-purpose room in the museum would store these materials and allow training courses to use them on-site so that the expertise of the Court’s staff continues to be transmitted to national institutions. The room could also be used for activities with school children visiting the museum and would double as an auditorium for film, speaker and cultural events.

The Court would reconfigure the existing security building for these purposes and support national authorities to design the exhibition.

Steering Committee Support Office Review Date _____

Steering Committee Approval Date: _____

On behalf of/	Signature	Date	Name/Title
Recipient Organization		25.11.2010	OHCHR Representative SL
Co-Chair PBF SC		25.11.2010	UNIPSIL - Officer-in-Charge
Co-Chair PBF SC		8/12/10	Development Secretary MOFED

COMPONENT 1: BACKGROUND

The Special Court for Sierra Leone (SCSL) was created in 2002 to ‘try those who bear the greatest responsibility for serious violations of international law and Sierra Leonean law committed in the territory of Sierra Leone since 30 November, 1996’. The Court has completed its judicial activities in Freetown by convicting eight persons from the Armed Forces Revolutionary Council (AFRC), the Civil Defense Forces (CDF) and the Revolutionary United Front (RUF). The Court is currently trying the former Liberian President Charles Taylor remotely in The Hague.

With the Court’s judicial activities in Freetown fully completed and the Charles Taylor trial and appeal, if applicable, projected to finish in February 2012, the Court is entering its final phase. The completion of the Court poses two pressing questions: what is the legacy of the Special Court and what will happen to its site?

The future use of the site must be determined by the Government of Sierra Leone as the site is leased to the Court for its duration by the Government. The Court commissioned a study to assess the possible future uses of the site and submitted the report to the Government for its consideration. The Government communicated its preferences to the Court by a letter from the Secretary to the President on 24 April 2009 (Ref: OP/SF/11). The letter noted that, “Part of the premises could also be dedicated as a memorial site. A memorial site should attract national and tourist interest and generate income. In this vein the site could hold war related materials including the Court’s archives, the TRC archives and the Court’s library.”

The following proposal has been created to respond to this request and contribute to the legacy of the SCSL.

COMPONENT 2: JUSTIFICATION

The closure of the Special Court will be the end of the last accountability mechanism associated with the civil war. This marks the end of the post-conflict peace building effort and, with the launch of the nation’s second Poverty Reduction Strategy Paper in 2009, denotes the start of the country’s development effort. The closure of the Court will, therefore, be the last natural opportunity to memorialize the civil war, commemorate the suffering of its victims and place this painful chapter of Sierra Leone’s history in the past.

The Peace Museum will be comprised of an exhibition, a memorial, an archive and a repository for the Court’s training materials.

As a memorial and museum it will serve as a public acknowledgement of the suffering of the war’s victims, a medium for promoting dialogue on the conflict’s significance and as a symbol of the nation’s commitment to prevent the destruction of the civil war happening again.

It will benefit journalists, academics, civil society members and the judicial system by providing them with access to the Court’s jurisprudence and international law library. Increasing the familiarity of these groups with international humanitarian and criminal law will help to promote respect for human rights, as the values enshrined in these laws spread to the domestic legal system. Furthermore, Sierra Leonean historians will have access to a wealth of information on the conflict and the Court, helping to inform the domestic interpretation of the civil war and the impact of the Special Court. Lastly, it should be considered a right for citizens in an open and democratic society to have access to the legal proceedings of courts that have jurisdiction over them. The public copy of the archives would fulfill this duty of the Court to all Sierra Leoneans.

The Court proposes to use the archive facilities of the museum to hold not only its own records, but also those of the Truth and Reconciliation Commission (TRC) and the National Commission for Disarmament, Demobilization and Reintegration (DDR). Including the Special Court, these three institutions were the primary organizations created to provide reconciliation and accountability in the aftermath of the civil war. Their records are of immense historical value as they include a vast number of witness testimonies and evidence about the events of

the war, and document the activities of the institutions themselves. Locating the records in one archive would create a comprehensive resource on the war and the post-conflict mechanisms that followed it.

Members from the judiciary stand to benefit from the availability of the Court's training materials. These training materials have been developed as part of the Court's legacy programs, which train staff from various parts of the judicial system. By making these materials accessible to the institutions that they were designed for, they can continue to strengthen respect for the rule of law and human rights in the justice system.

It is hoped that the museum will also attract tourists, helping to generate revenue to meet the running costs of the museum and contributing to the nation's tourism strategy.

Through trying those most responsible for the most serious crimes committed during the civil war, the Special Court has done much on behalf of the victims of the conflict. In particular, the Court has found acts of terrorism against the civilian population to be a war crime, forced marriage to be a crime against humanity and the recruitment and use of child soldiers to be a crime against humanity. Children, women and civilians in general suffered horrifically during the war. The Court has sought redress for those that suffered and now the museum will add a public and lasting recognition of their experiences.

The Peacebuilding Fund has delivered a variety of programmes to consolidate peace in the immediate aftermath of the war. Now that Sierra Leone is moving beyond its post-conflict redevelopment, it would be a fitting use of the final resources of the PBF to look to the future. The museum would form part of the PBF's legacy, serving as a reminder to future generations of the cost of war and the price paid for peace.

A variety of possible locations and functions for the museum were considered. The Court's site has a number of buildings that could house the museum. The detention centre, the old courthouse, the security building and containerized office blocks occupied by the Office of the Prosecutor (OTP) were all considered. The Government has requested that the detention centre be reserved for other purposes. The old courthouse is too small for the museum and provides poor public access. Lastly, the OTP offices suffer from a high rate of depreciation that would require their replacement in a few years. Given the desire to minimize costs incurred by the Government, the OTP offices were ruled out, leaving the security building as the only feasible option. It provides sufficient space for the various functions, allows the public easy access, is readily separable from the rest of the Court and has land adjacent should a purpose-built archive facility be desired in the future.

COMPONENT 3: PROJECT LOGICAL APPROACH

The Exhibition:

The Peace Museum will draw together a number of components to provide a fitting memorial of the conflict. The exhibition itself will provide a narrative account of the civil war, illustrated using relics, firsthand accounts and audiovisual displays. Each section of the exhibition will cover a part of the history of the war, including important events such as the start of the war and the invasion of Freetown, different phases of the war, the various attempts at restoring peace and important themes such as the role of diamonds in the war or the role of national and international forces (e.g. SLA-RSLAF, CDF, RUF, ECOMOG, Guinean army, British forces). Part of the exhibition will focus on Sierra Leone after the civil war. This will not only look at the civil war related institutions such as the TRC and the SCSL, but will also look at the efforts of Sierra Leoneans to rebuild their lives so that the memorial can demonstrate the nation's progress since the war.

The museum will combine text with exhibits to tell the story of the war. One of the central activities of this project will be to seek donations to the museum so that a full collection of exhibits can accompany the narrative.

The most obvious source of exhibits is the evidence submitted in the Court's trials. Original evidence will be located with the full Court archives; however copies of witness testimony, important documents or photos of

artifacts could be used in the exhibition. The Office of the Prosecutor (OTP) and the Defense Counsels have conducted extensive investigations into the civil war and therefore may have documents, artifacts and testimonies that were not submitted as evidence in the trials, but which are of historical value. The Registry will submit requests to the OTP and Defense Counsels to donate such exhibits to the museum.

To ensure the public has access to the trials, the Outreach Section of the Court has produced video summaries of the trials and various publicity materials that describe the Court's work. These materials will be ideal, not only for the Special Court section of the exhibition, but also for illustrating other parts of the exhibition with footage of relevant witness testimony. A room could be dedicated to screening video footage from the Court and any other sources. With a computer in the room, visitors would be able to select the clips they wish to view. The technology would also play any collected audio material.

Another source of potential exhibits is the Truth and Reconciliation Commission's (TRC) records. The TRC conducted the most extensive research into the history of the war and, as the testimonies are not directed towards the trial of specific individuals, provide an excellent historical record for future generations to use. In addition to written witness testimonies, the TRC records contain audio and video recordings. Copies of these materials could be incorporated in the museum in the same way as similar holdings of the Court. As discussed below, the Court hopes to include the TRC's records in the museum's archives. If this happens then it may be possible, with care taken to preserve the integrity of the records, to display the original documents of the TRC. The same considerations apply to the records of the National Commission for Disarmament, Demobilization and Reintegration (DDR).

There is a likelihood of the continued existence of some relics of the war in communities. The Court will also make a public request to individuals and other organizations to donate relevant artifacts, documents and audiovisual material.

The exhibition's design will re-tell the history of the civil war and the Special Court for future generations. To maintain the impartiality of this account of the war, the Court will convene a committee responsible for designing the exhibition (see below). The suggestions above should be considered as a starting point for discussion and this committee will develop and add to these ideas. The committee will be responsible for seeking additional exhibits for the museum's collection and its members are expected to suggest organizations or individuals who may be willing to donate to the museum.

The Museum Management Team:

To preserve the impartiality of the museum, the Court should not be responsible for telling the history of the civil war and the history of the SCSL itself. The project will establish a museum management team to design the exhibition. The Government and civil society should be involved in the design of the exhibition, from the text of the narrative to the selection of exhibits, in consultation with civil society. The team will include relevant stakeholders such as the Ministry of Education, Youth and Sports, Ministry of Tourism and Cultural Affairs, Ministry of Information and Communications, Human Rights Commission, National Tourist Board, National Museum, University of Sierra Leone, victims' associations and other civil society groups.

The budget provides a fund of \$25,000 for the museum management team to use in implementing their designs (there is a separate line for basic redecoration of the rooms). This will fund the development of exhibits, from simple requirements such as display cases for artifacts to specialized interactive exhibits. For example, the museum might use a three dimensional model of Sierra Leone to illustrate the movements of different factions of the civil war. This project proposal does not wish to limit the creative input of the museum management team and so has set aside a fund of \$25,000 for implementing the team's vision. The team will submit its proposals to the Court, who will be the sole actor responsible for dispersing the funds.

The team will also be responsible for building the collection of exhibits available for the museum. Its members

will be expected to approach organizations to request donations of exhibits. This includes responsibility for commissioning the memorial; both setting out a vision for the memorial and selecting candidates.

Once the team has designed the museum, Court staff will implement their plans, modifying the building and installing exhibits as directed.

The team must also consider the museum's management and institutional arrangements. In particular, they will be charged with developing a sustainable business model for the museum.

The Memorial:

The memorial component will be designed by Sierra Leonean artists and will provide a place to contemplate the upheaval caused by the war and the suffering of its many victims.

The museum management team will be responsible for commissioning the memorial and a room in the museum will be devoted for the installation.

The Archive:

As the judicial activities of the Court are still ongoing, the Court's records will continue growing until the Charles Taylor trial is completed, which is presently estimated to be February 2012. However, the records of the AFRC, CDF and RUF cases are complete and the Court Management Section (CMS) is processing the records to be archived.

The Government of Sierra Leone and the United Nations, as the appropriate authorities, have agreed that the original SCSL archives will be located with the Residual Special Court for Sierra Leone. This project will create a copy of the Court's publicly accessible records, available in both paper and electronic form. The Court's Archivist estimates that the majority of existing judicial records are confidential. The existing public judicial records and outreach materials sum to approximately 30 linear meters. To accommodate additional records produced by the Charles Taylor trial and records that are made public in the future, the archive will make 50 linear meters available for the Court's records. Electronic copies of the paper records and digitized audiovisual records will also be transferred to the museum, providing more permanent storage for the information.

As the museum will only hold non-confidential material, the museum will need to partner with the organization in control of the original records so that when records are declassified and made public in the future the museum is sent copies to add to its collection. This should be simple as the records can be sent electronically and then printed to be added to the paper archive.

The Court is currently liaising with the University of California in Berkeley regarding the University's virtual tribunal project. This project would link the electronic trial transcripts to the video footage so that the user can click on a point in the text and the video would immediately move to that point in the proceedings and vice versa. It would also make the records fully searchable and link sections of the transcripts to other relevant documents (decisions, orders and party submissions). If the project goes ahead then the museum will include a stand-alone server to host the virtual tribunal.

The Court wishes to incorporate the TRC and DDR records within the archive to create a centre for research into the civil war. The National Archives of Sierra Leone currently has custody over both sets of records, although the Human Rights Commission has control over the TRC records. At present the records are not well maintained. The environmental conditions at the National Archives are causing the records to deteriorate, the collections are not fully organized, and they are not ready for public access. This project proposes to place these records in the museum; this would ensure that the records are in better environmental conditions, organized and publicly accessible.

The TRC and DDR records are controlled by the Human Rights Commission and National Archives respectively, and therefore the Court will engage these institutions to discuss the potential for transferring records to the museum. If they are interested in the proposal, they will be invited to join the museum management team for the museum’s design. As the Court will not manage the museum or archive, it is likely that staff of the National Archives will be required to work at the museum. In deciding the management structure of the museum, the museum management team should consider making the museum’s archive a branch of the National Archives. In effect, one possible arrangement would be to give custody of a copy of the Court’s archives to the National Archives and provide space in the museum for the National Archives to store and manage these records, with additional space for the TRC and DDR records.

If the museum management team and the National Archives decide to transfer the TRC and DDR records to the museum, substantial work will be required to preserve the records and prepare them for public access. The Court proposes to assist the staff of the National Archives to maintain and repair records that have been damaged, transfer audiovisual records to a more permanent format, and describe and organize the records. If the National Archives are willing, one method of support would be to use the Court’s established archiving units to undertake the preparatory work. In consultation with the staff of the National Archives on issues of policy, the Court would provide the human and physical resources to process the records.

The museum’s archive will hold the Court’s law library. The law library is a rich and up-to-date source on international criminal law and is currently available to the public on the Court’s site. As the library is well-used by non-Court staff, this project will find a permanent home for library with the museum’s archive.

The estimated shelf space required for each of these collections is set out in the table below:

Collection	Space (linear meters)
Special Court Archive	50
TRC Archive	155
DDR Archive	150
Law Library	115
Total	470

Please see Annex 1 for a breakdown of shelving available at the Court, Annex 2 for a list of desired equipment and Annex 3 for a suggested museum layout.

The Training Facility:

The Court has developed training materials for its capacity-building work with national institutions. The museum will provide access to these materials for the same institutions to train new staff. Space in the building could be converted for these institutions to book and the museum could provide appropriate equipment to allow organizers to use the audiovisual and other materials.

This project sees children as an important target group of the museum. Through school trips, many children will come to the museum to experience their first authoritative and objective account of the civil war. The space used for training could also accommodate activities with school children. The museum management team should consider developing links with non-governmental organizations (NGOs) who would be interested in running such activities with children. Many children are still dealing with trauma caused by the civil war and NGOs continue to provide psycho-social services to children. The museum provides an excellent forum for children to think about the war and so the museum management team should consider engaging NGOs with relevant experience to provide these services as part of a school trip to the museum.

Implementation Strategy:

Preparatory work and access:

The security building houses the staff of the Security Section of the Special Court, the technical control centre for the CCTV network, the armory, the vault, the cashier's office and showers. These areas are in three categories: those that can be relocated to another part of the Court, those that must remain in the building until the close of the Court, and those that will stay in the building beyond the close of the Court.

The general office space used by the staff of the security section is easy to relocate. As long as the new offices are close to the entrance of the Court, the staff can be moved without altering the Court's security arrangements. As the Court has entered its completion phase, the Court is downsizing its personnel and a number of posts have been moved to The Hague sub-office, as they only deal with Charles Taylor trial. As staff leave the Freetown office, space is becoming available to move the Security Section into containerized office blocks next to the entrance. It is expected that personnel will be relocated in November 2010; therefore this project will be able to use office space in the security building by February 2011.

The armory, the vault, and the cashier's office require extra security arrangements and therefore would be expensive to relocate during the lifespan of the Court. There are no alternative showers on the site and so new showers would have to be constructed near to the new Security Section office. This project proposes to leave these areas of the building untouched until the liquidation period of the Court as they occupy marginal areas of the building which would not need to be modified to be used by the museum. The Court will continue to require access to these areas of the security building until the Court closes. At present, closure is estimated to be February 2012, but is subject to the progress of judicial activities.

The technical control centre is the hub of the CCTV network for the whole site, not just the security building. It contains both the IT equipment to control the system and screens to monitor the Court. As the CCTV network is tamper proof, moving the IT hub out of the security building would require re-laying the network at great expense (approximately \$80,000, beyond the scope of this project). The CCTV monitors however can be moved into the existing armory room, allowing access to the former CCTV room. Separate access to the technical control centre can be installed to completely separate it from the museum portion of the building.

In terms of museum design after the close of the Court, the use of these rooms depends on the security needs of the institutions that take over the use of the site. If the different organizations agree to jointly maintain the CCTV network, then the technical control centre should remain in the building. The Court is liaising with Government over other uses of the site and will raise security as an issue at the appropriate time. Annex 3 sets out a proposed museum layout on the assumption that the site will continue to need the CCTV network after the Court's closure.

Isolating the Museum:

The Government has indicated its preference for a multi-purpose use of the site once the Court closes. Access to the different areas of the site must be carefully managed to avoid visitors to one part of the site gaining access to another without authorization. One of the reasons the Court selected the security building for the museum is that it can be easily isolated from the rest of the Court's site. The Court's General Services Section will construct a wall and a walkway around the rear of the building to provide adequate security for the museum, access for those with disabilities and an exit for museum visitors. Although much of the work can be undertaken by existing Court staff, phased downsizing of the Court's staff have reduced the human resources available for this work. A small amount of funds are provided in the budget for any overtime or additional staff that may be necessary.

The museum will also need to be isolated from the Court's utilities. The project will install a separate connection to the Guma Valley Water Company's water supply and the National Power Authority's electricity grid. A back-up generator will be installed to provide power if the mains electricity is down.

The project will make signs for the exterior of the museum.

Changes to Office Space:

The design of the museum will be the responsibility of the museum management team; however the Court's General Services Section will modify the interior of the museum to meet the team's designs. This will include modifying the stairs which are unsafe for the public at present, electrical modifications, installation of dehumidifiers for the archive, redecoration, the construction of display cases, alterations of internal partitions, installation of furniture and equipment, and creating interior signs and text.

Archives Preparation:

The Court Management Section currently employs a team of archivists who are organizing the Court's records. They have begun the process of creating a paper and electronic copy of the Court's publicly available records for the museum's archive. They are copying the records from the AFRC, CDF, RUF and Charles Taylor cases. According to the Court's completion strategy, by the completion of the museum project only the records of the Taylor appeal proceedings will remain to be created and copied. The archiving team will complete the archive during the liquidation phase of the Court with funding from other sources.

The electronic copy of the archives requires IT hardware and software run. Although the Court's liquidation strategy allows equipment to be transferred to institutions such as the Peace Museum upon closure, there is no guarantee that equipment will still be in good working order by February 2012. In order to mitigate this risk, the budget provides for a server to run the electronic archive, with a back up server. The other IT equipment required for a local area network is more likely to still be functional upon closure. A small fund is included for the network set-up and programming by Special Court staff.

Many records that are now confidential will be declassified in the coming years. The body with control over the original records will be responsible for making declassified records public. The museum should enter into partnership with the organization with control over the originals, to ensure the museum's records remain up-to-date.

If the TRC and DDR records are transferred to the museum's archive, substantial work must be done to maintain, appraise and organize their records. This project proposes that, if the National Archives agree, the Court's archiving team will work in collaboration with staff of the National Archives to undertake this vital work. This will help preserve the records and will provide national archival staff with practice of the archival theory taught at SCSL-run training courses. The budget provides for the Court's archiving team to work on these records for a three-month period.

Transfer of Equipment and Handover:

The Court has substantial assets that will be liquidated upon closure. The Court's liquidation policy allows the transfer of equipment to other organizations in certain circumstances. The Court may therefore be in a position to transfer some of its assets to the Museum upon closure. In that eventuality, a break down of suggested equipment to be requested is provided in Annex 2.

The Peace Museum must be well known if it is to provide a memorial for the whole nation. The Outreach Section of the Court will publicize the museum as part of its existing interaction with the public across Sierra Leone.

Once the museum is installed in the security building with the archives and exhibition in place, it will constitute a complete product, ready to be transferred to whichever national authority will be responsible for managing and running the museum. The Court will only be in a position to effect this transfer once all of its activities have been concluded and it is ready to move out of the site. This is contingent on the progress of judicial activities and the liquidation process. A tentative timeline is given below. Once the Court closes, it will then be the responsibility of national authorities to hire staff and open the museum to the public.

Timeframe:

The Court’s timeline can be summarized as follows:

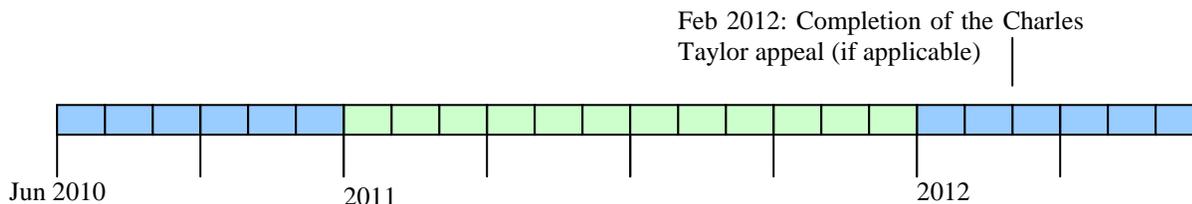


Diagram 1: Court's Milestones

This project’s tentative milestones will fit in as follows:

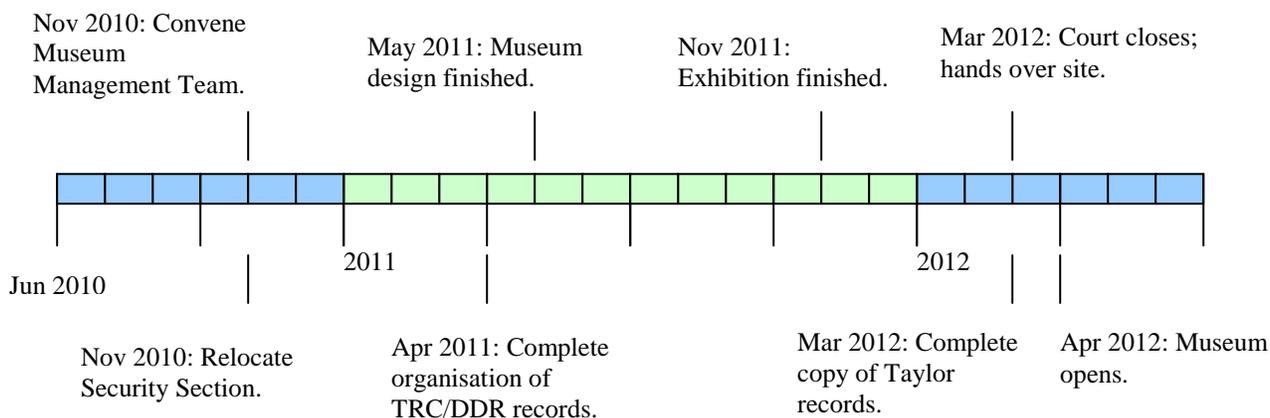


Diagram 2: Project Milestones

Please see Annex 4 for a complete breakdown of activities and expected duration. Some milestones will depend on the decisions taken regarding the rest of the site. For example, if the CCTV network is not required after the closure of the Court, then this space can only be utilized after the Court’s closure.

Sustainability:

Once the museum is launched, it will need to find a way to fund its running costs. The museum management team will be mandated to develop a workable business model that will ensure the long term functioning of the museum.

Many of the running costs of the museum are yet to be determined. The size of the archive will determine the number of archivists which are needed to maintain the records. If the National Archives takes ownership of the archive, it will determine the grade of any staff it provides and whether or not it will pay these staff from its existing budget. As a rough guide it should be expected that at least one librarian and two archivists will be required for the archives. The museum is likely to require a curator and three support staff to act as tour guides and sell tickets. The museum management team will consider staffing requirements and develop terms of reference for these staff.

Other running costs include utilities and maintenance costs. The power costs will depend on the availability of electricity from the National Power Authority and the environmental controls the museum decides are appropriate

for the archive. If the archives only consist of the law library and a paper copy of the Court's records then there will be no unique or original documents and temperature and humidity controls would not be necessary all the time. However, if the TRC and DDR records are incorporated to the archive, the museum ought to preserve the records for their historical value and therefore should provide constant environmental controls, requiring constant power. Maintenance, in particular, IT support will likely be needed and must be included in the proposed annual budget.

The museum management team will be encouraged to consider as many revenue raising activities as possible. As discussed below, the museum will charge entrance fees to the exhibition and to the archive, it could also charge extra for guided tours of the Court's site, run film, speaker or other cultural events in the multi-purpose hall. The team must consider pricing strategies that maximize the revenue of the museum. To cover any shortfall identified, the team should seek out potential sources of funding from Government, private organizations (such as the Bar Association) and traditional donors.

Funding Strategy:

To pay for its operational costs the museum will need access to sustainable sources of funding. User fees provide a source of revenue, but the museum is likely to require additional state or donor support. The museum management team will be mandated to consider different sources of funding.

The team should identify different users and attempt to charge them based on their ability to pay. The archive, for example, is likely to be in high demand from the national judicial system and researchers. The museum management team should include, or liaise with, representatives of the judiciary and the Sierra Leone Bar Association to come to an arrangement for fees. For example, the Bar Association may be willing to make a fixed annual contribution so that its members can access the law library. Students of international law at the Law School and international researchers are also likely to be willing and able to pay for access.

As the museum will have projection equipment and may include a multi-purpose hall, it could be used to host public events. From film screenings to speaker events, an innovative curator could organize cultural events which contribute to Freetown's cultural life and provide another revenue stream for the museum.

The museum might also offer tours of the rest of the site, in particular the Courthouse, to its visitors as another income-generating activity.

The curator of the museum or the museum's management will be responsible for setting fees; however the museum management team should explore the above options and any other ideas to develop an initial business model for the museum. The team will need to identify the revenue shortfall and alternative sources of funding, approaching the relevant parts of Government and donors. The Court will also fundraise for the running costs of the museum alongside its other legacy programs.

Ownership and Management Structure:

When the Court closes it will hand over the site to a variety of other institutions. An institutional structure is required for the Peace Museum so that the museum, as an organization, is able to occupy the building once the Court closes. The museum will probably require a similar management structure to that of the National Museum. However, the inclusion of the archives complicates the issue. The National Archives would be the appropriate body to manage the records and may be interested to move the TRC and DDR records into the museum. The management structure will need to be sensitive to these different components.

The Court cannot make decisions about the museum's management structure. The museum management team will bring together the national authorities able to make these decisions.

Logical framework Matrix

Objectives	Measurable indicators	Means of verification	Important assumptions
<p>Development Objective: Contributing to improved peace and security.</p>	<p>Improving economy, democratic values, respect for rights, reconciliation etc No relapse into conflict</p>	<p>International reports (International Alert, UNDP)</p>	
<p>Immediate Objectives/Outcome 1.0 Contribute to an established fitting memorial of the conflict for the public.</p>	<p>Building complete with required sections holding various achieves Visitor figures for the facilities. Use of the Court's Jurisprudence or international law in domestic cases</p>	<p>Ex-post evaluation Monitoring of tickets for the museum. Monitoring visitor figures through a library card system.</p>	<p>Sufficient awareness of the library and archives amongst users, especially lawyers, to result in significant use.</p>
<p>OUTPUTS:</p> <p>1.1 An exhibition that narrates the events of and suffering caused by the war. 1.2 A memorial to commemorate the conflict's impact on the country. 1.3 A library with the holdings of the existing library and a copy of the Court's public records. 1.4 A training facility that gives the justice sector access to the Court's training materials.</p>	<p>Completion of the exhibition Completion of the installation A complete electronic set of the Court's records available through an appropriate platform. A properly arranged archive with the Court's records. A room with the appropriate equipment for use as a training room</p>	<p>Completion certificates Percentage of the Court's records that have been copied and are accessible in electronic and paper form.</p>	<p>Cooperation with national museum and other national authorities in the design of the museum. Little delay in the judicial activities of the Court.</p>
<p>ACTIVITIES:</p> <p>Isolate the security building from the rest of the compound.</p>	<p>INPUTS: See budget</p>		

<p>Relocate staff and facilities from security building.</p> <p>Internal modifications to the building.</p> <p>Installation of exhibition and memorial.</p> <p>Create electronic and paper copies of the Court's records</p>			<p>Delays in judicial activities would cause the whole Court site to be in use, preventing the relocation of staff and work on internal modifications commencing.</p> <p>Insufficient engagement with national authorities would mean that the exhibition would not be designed nationally.</p>
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COMPONENT 4: BUDGET

ITEM	UNIT COST	NUMBER OF UNITS	TOTAL COST
1. Supplies, commodities, equipment and transport			
Building materials for external wall, redecoration and stairs			19,800
Drainage barrier and rear exit			3,000
Lighting for the museum			14,000
Uninterruptible Power Supply and Dehumidifiers			15,000
Wiring for electrical modifications			5,000
Files for TRC/DDR records	1.5	14,000	21,000
Semi-Acid Free Boxes for TRC/DDR records	4	2050	8,200
Signs (external and internal)			1,500
Generator	6,000	1	6,000
NPA connection			3,000
Water supply and reserve tank			2,000
Server	6,000	1	6,000
LTO Back-up Tape Drive	5,000	1	5,000
Network Cable Rolls	120	2	240
Sub-total			109,740
2. Personnel (<i>staff, consultants and travel</i>)			
IT Staff to set up electronic copy of archives			3,000
General Services and Facilities Management Staff			3,000
Archiving team (26 contractors & interns for 3 months)	10,500	3	31,500
Sub-total			37,500
3. Training of counterparts			
4. Contracts <i>Including companies, professional services, grants</i>			
Exhibition Fund			25,000
Memorial			10,000
Sub-total			35,000
5. Other direct costs			
Sub-total project costs			182,240
6. Indirect support costs	7%		12,760
TOTAL			195,000

COMPONENT 5: MANAGEMENT ARRANGEMENTS

The project will be implemented by the SCSL, with technical support from the Peacebuilding Fund Support and Coordinating Office (PBF-SCO). The SCSL will be responsible for the full management of the project funds and will have the principal responsibility for the preparation of the narrative and financial reports. The UN Office of the High Commissioner for human Rights (OHCHR) will be the UN recipient agency and will assume fiduciary and programmatic oversight functions.

OHCHR will act as executing agent to ensure that agreed standards for disbursement, procurement and reporting are strictly adhered to. OHCHR's key roles shall be highlighted in the MOU to be signed with the SCSL. It shall, in collaboration with other UN agencies, explore the possibility of mobilizing additional resources as may be necessary.

The SCSL will provide quarterly financial and narrative reports to OHCHR, which will include requests for additional disbursements. OHCHR will disburse funding if satisfied with the quality of the reports and the justification for the additional funds.

At the Court, the Immediate Office of the Registrar will coordinate the work of the various sections of the Court. The General Service Section will make all the external changes to the security building; in particular, it will isolate the security building from the rest of the Court. It will also make internal modifications and install the exhibition. The Outreach and Public Affairs Section will provide materials for the exhibition, for example video footage of the trials, and assist in publicizing the museum. The Court Management Section is responsible for the Court's records and running the library. They will prepare the electronic and paper copies of the Court's public records for the library component of the project in coordination with the Communication and Information Technology Section.

The design of the museum and memorial and planning for the future management of the museum must be conducted in conjunction with national stakeholders.

Partners:

In Government, the Special Court has worked with the Attorney-General and Minister of Justice, the Chief Justice and the President to formulate the list of appropriate projects for the Court's site and this project reflects the desires they have expressed to the Court. The Ministry of Tourism and Cultural Affairs, the Ministry of Education, Youth and Sports and the Ministry of Information and Communication will also be engaged in the design of the exhibition and over the running of the museum.

The project allows a number of opportunities for the participation of the war's victims. First hand accounts of the war, drawn from the records of the Truth and Reconciliation Commission, will be used to tell the story of the war and personalize the descriptions of its impact, giving a public voice to the suffering of many. The museum will require tour guides and other staff and the future management team for the museum will be encouraged to hire survivors of the war so that visitors will benefit from their first-hand knowledge. The museum management team will include civil society organizations that work with victims of the conflict and victims' associations. Lastly, the memorial will be created by Sierra Leonean artists who lived through the war.

Finance:

The cost estimates were developed with each of the implementing Sections of the Court and with the procurement division. The procurement division will work with OHCHR and shall follow agreed procurement procedures to purchase the inputs (as per the MOU between the SCSL and OHCHR). Local appropriateness and acceptability will be ensured by working in collaboration with national authorities via the museum management team.

Analysis of risks and assumptions:

The work required to create the museum, from isolating the security building, to copying the Court's records is well within the Court's ability and does not differ significantly from the work already conducted by the relevant sections. The decisions of the museum management team present a risk. If the team does not decide on the design of the

museum on time, they will delay the creation of the exhibition. Using the best information available at this time, the timeline set out above is realistic and provides time at the end of the project in case work on this project is delayed for unforeseen reasons.

In the design of the museum and its management, the relevant national authorities must take the lead. The Court does not anticipate difficulties in cooperation from national authorities given the President's and the Ministry of Finance's backing for the project.

Issues of funding are harder to resolve. It is unclear whether the Government has the ability to take on the funding of the museum when it opens. The Court seeks funding from donors for its legacy and outreach projects and intends to include the museum's running costs in its portfolio of projects. While it is hoped that there will be sufficient donor interest to support the museum in the short-term, ultimately it will have to be funded through a mixed strategy of fees and government support. Careful planning is required to minimize the running costs, maximize revenue from fees and ensure that Government is able to sustainably fund the museum.

Annex 1: SHELVING REQUIREMENTS

The Court estimates that the shelving requirements will be as in Table 1. This based on estimates from the Archivist, measurements of the existing Library and information from ‘Records Issues at the Special Court for Sierra Leone: A Report with Recommendations. Part II: Building the National Archives of Sierra Leone’, a report commissioned by the Special Court. The consultant met with staff from the National Archives and the Human Rights Commission and visited the records of the Truth and Reconciliation Commission (TRC) and the National Commission for Disarmament, Demobilization and Reintegration (DDR).

Collection	Space (linear meters)
Special Court Archive	50
TRC Archive	155
DDR Archive	150
Law Library	115
Total	470

Table 1: Estimated shelving required for the archive of the Peace Museum, assuming inclusion of the TRC and DDR archives.

The Court’s library and archive already has shelving space adequate to the Court’s needs. Assuming that the records leave the site of the Special Court upon closure, these shelves will not be in use. The shelves will be added to the list of equipment that the Court requests from the Management Committee for transfer to national authorities. Table 2 sets out the current shelving space available.

Type	Number	Meters	Total meters
Grey Shelves	16	24	384
Library	12	10	120
Total			504

Table 2: Existing shelving capacity at the Court

Annex 2: SUGGESTED EQUIPMENT LIST

The Court’s liquidation policy allows for the transfer of some SCSL equipment to external institutions. Although these institutions must meet certain criteria (broadly, that the future use of the assets must further, or at least be consistent with, the Court’s mandate). It is likely that the Museum would be eligible under the existing policy. The following list of items represents an estimate of what the Court believes the museum will require, but does not represent what the Court will be able to transfer, if anything. The final wish list may be different to this suggestion, depending on the decisions taken by the museum management team on the museum design. Additional archiving equipment, such as scanners and shredders should also be considered.

Equipment	Quantity
General	
Air conditioners	10
Ticket Desk	
Chairs	3
Computer	1
Archives	
Tables	15
Chairs	30
Grey shelves	16
Library shelves	12
Electronic Archive	
Server	1
LTO Back-up Tape Drive	1
Printer	1
Photocopier	1
Scanner	1
Server Rack	1
Network Switch	1
DVD copier	1

Equipment	Quantity
Projection Room	
Projector	1
Screen	1
Computer	1
Speakers	1
Chairs	10
Staff Room	
Computers	3
Tables	5
Chairs	5
Training Component	
Projector	1
Screen	1
Computer	1
Speakers	1
Chairs	50

Annex 3: SUGGESTED FLOOR PLANS

The following floor plans are approximately to-scale diagrams of the security building as it is now and how it could be altered to accommodate the Peace Museum. The suggested floor plan assumes that the CCTV room, which provides CCTV coverage of the entire site, would be move to the armory and handed-over to the institution responsible for the whole site, rather than remain part of the museum's responsibility. The museum would provide access to this part of the building for relevant security staff.

Please note that these diagrams are a suggestion for the building only after the Court's closure. As stated in the main body of the proposal, the Court will require access to the technical control centre for the CCTV network, the armory, the vault, the cashier's office and the showers for the duration of the Court's lifespan. This plan is only a suggestion and will be discussed, and probably edited, by the museum management team.

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Annex 4: TIMELINE

The table below sets out the suggested timeframe for the activities of the project.

Activity	2010		2011										
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
External Construction Work													
External Wall													
Rear Exit													
Water Supply Connection													
NPA Connection													
Changes to office space													
Move Security Personnel into OTP													
Electrical Changes													
Redecoration													
Museum Management Team Decisions													
Convene Team													
Design of Exhibition													
Launch Competition for Memorial													
Select Artist													
Exhibition and Memorial													
Installation of Exhibition													
Installation of Memorial													
Library													
Transfer TRC/DDR Records (if applicable)													
Organize TRC/DDR Records (if applicable)													

Additional Activities: Finishing the Archive copy after the Taylor Trial