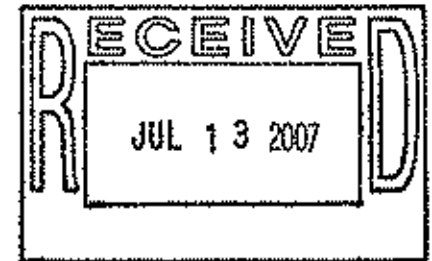




**Submission Form  
To  
Sierra Leone PBF Steering Committee**



To be completed by the Steering Committee Technical Secretariat	
Meeting No: 5	Date of Meeting: 11 July 2007
Item No:	Project: Capacity Development to the Justice System to Prevent Delays in Trails and to Clear Backlog of Cases.

*(To be completed by the Recipient UN Organization and endorsed by Pillar Working Group)*

To: Sierra Leone PBF Steering Committee	Date of Submission: 06 July 2007
From: National Authority and Head of UN Participating Organisation: Judiciary – Office of the Chief Justice United Nations Development Programme (UNDP)	Contact: Telephone number, email  Ade Renner-Thomas (Chief Justice)  Bernard Mokam, UNDP Country Director <a href="mailto:bernard.mokam@undp.org">bernard.mokam@undp.org</a>
Proposed submission, if approved would result in:  <input checked="" type="checkbox"/> Continuation of existing programme/project  <input type="checkbox"/> New programme/project  <input type="checkbox"/> Other (explain)	Proposed submission resulted from:  <input checked="" type="checkbox"/> National Authorities initiative within Sierra Leone PBF Priority Plan  <input checked="" type="checkbox"/> UN Agency initiative within Sierra Leone PBF Priority Plan  <input type="checkbox"/> Other (explain)
Project Title: Capacity Development to the Justice System to Prevent Delays in Trails and to Clear Backlog of Cases	
Amount of PBF funds requested for Proposed Project: 3,959,772.54	
Amount of indirect costs requested: 7%	

To be completed by the Recipient UN Organisation

Justice Sector PBF Proposal

1. Background

While tremendous efforts have been made to reduce the number of inmates who return to prison, there still remain huge backlog of both criminal and civil cases in the courts (estimated at more than 700 in both the Magistrates and High Courts) causing serious congestion in most prisons facilities across the country, poor justice delivery and access to justice. Hence the justice system has been constantly characterised as not very effective. This weakness in the justice system has been identified as one of the root causes to the civil conflict in the country. In spite of combine efforts by both Government and the international community to consolidate peace and stability, this sector continues to face serious challenges due to lack of material and human resources.

2. Purpose of Proposed Project

The project aims to strengthen the capacity of the justice system to hear and speedily dispose of cases consistent with due process of law and to put in place mechanisms to prevent recurrence of backlog. The project intends taking a holistic approach to addressing deficiencies in the justice delivery system, embracing not only the Judiciary, but also the Police, the local courts (which fall under the jurisdiction of the Ministry of Local Government), the state prosecutors of the Law Officer's Department and the Family Support Units, in accordance the nationwide movement towards increasing access to justice for the entire populace.

3. Evaluation of Proposals by the Pillar Working Group

*Provide concise summary evaluation of proposal against:*

General principles and selection criteria		
(a)	Must be explicitly based on Sierra Leone PBF Priority Plan Assessment,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Must promote and ensure national ownership,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Must fall within the areas of UN's comparative advantage,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	The organization must have the appropriate system to deliver the intervention,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(e)	The UN response must be effective, coherent, context-sensitive, cost-efficient and the outcomes, sustainable,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	Must avoid duplication of and significant overlap with the activities of other actors,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(g)	Must use strategic entry points that respond to immediate needs and yet facilitate longer-term improvements,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(h)	Must build on existing capacities, strengths and experience,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(i)	Must promote consultation, participation and partnerships,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Project Implementability

	2007	2008
<i>Estimated commitments (\$mill)</i>	2,959,772.54	1,000,000
<i>Estimated disbursements (\$mill)</i>	2,959,772.54	1,000,000

To be completed by the Recipient UN Organization

4. Review by Steering Committee Technical Secretariat

*Check on Programme/Project Proposal Format Contents*

- Cover sheet (first page) Yes  No
- Logical Framework Yes  No
- Programme/Project Justification Yes  No
- Programme/Project Management Arrangements Yes  No
- Risks and Assumptions Yes  No
- Budget Yes  No
- Progress Report (for supplementary funding only) Yes  No
- Support Cost Yes  No

*Provide concise summary assessment against:*

- One year implementability*

The project aims to clear existing backlogs and build capacity within the justice sector to prevent future backlogs. Initially, the judiciary will adopt an ad-hoc, one-time, measure to sort out the existing backlog of cases, hence within the project implementation time frame.

- Agency indirect support cost*

The agency indirect support cost will be based on the terms and procedures of the MOU between the MDTF Office and UNDP. 7% management cost will be charged

- General evaluation criteria at annex 2.B.*

<i>General criteria for prioritising</i>		
(a)	Must be in line with Sierra Leone PBF Priority Plan	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Recipient Organization is unable to meet high or urgent priority needs with existing level of funding.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Need to address high priority activities that have significant impact, and by nature must address seasonal or timing imperatives and considerations.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Supports activities that are likely to improve the overall peacebuilding situation at national and local levels.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	As the improving security situation permits, activities that exploit the opportunities presented.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

- Overall review of programme submission*

*Recommendations*

The proposal has been reviewed by the Pillar Working Sub-Group and the Technical Working Group on 5 July, which recommended the project for the Steering Committee's approval.

To be completed by the Steering Committee Technical Secretariat

Justice Sector PBF Proposal

6. Decision of the Sierra Leone PBF Steering Committee

- Approved for a total budget of \$3,959,772.54
- Approved with modification/condition
- Deferred

J. Victor Angelo  
Executive Representative of the  
Secretary General

*Gov* Hon. Solomon E. Berewa  
Vice President of the Republic of  
Sierra Leone



7. Action taken by the Executive Coordinator, MDTF Office, UNDP

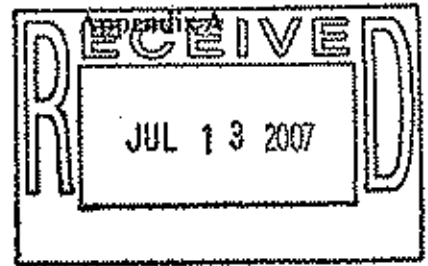
- Project consistent with provisions of the UN-UNDP and UNDP-Participating UN Organizations Memorandum of Understandings and Letter of Agreement with donors



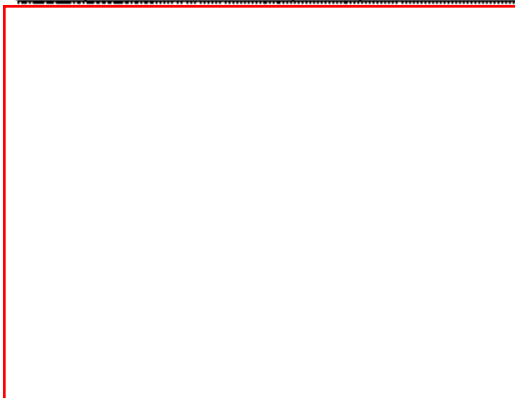
*To be completed by the MDTF Office*



SIERRA LEONE PEACEBUILDING FUND  
PROJECT DOCUMENT COVER SHEET



<b>Participating UN Organisation:</b>	United Nations Development Programme (UNDP)
<b>Programme/Project Manager Name:</b> To be determined	<b>Peer Group Chair Name:</b>
<b>Address:</b>	<b>Address:</b>
<b>Telephone:</b>	<b>Telephone:</b>
<b>E-mail:</b>	<b>E-mail:</b>
<b>Programme/Project Title:</b> Capacity Development of the Justice System to Prevent Delays in Trials and to Clear Backlog of Cases.	<b>Programme/Project Location:</b> Nationwide
<b>Programme/Project Number:</b>	
<b>Programme/Project Description:</b> The overall aim of the project is to clear existing backlog of criminal and civil cases both in the Magistrate and High Court (estimated at over 700). This will reduce the congestion in most prisons across the country and enhanced the justice delivery system. The project also seeks to develop the operational capacity of the judiciary by providing adequate human and material resources.	<b>Total Programme/Project Cost:</b> 3,959,772.54 <b>PBF:</b> 3,959,772.54 <b>Government Input:</b> <b>Other:</b> <b>Total:</b> 3,959,772.54
<b>Development Goal and Key Immediate Objectives:</b> Specific objectives are: a) To ensure transparency and accountability in the Justice System. b) To establish functioning courts with the capacity to hear and adjudicate existing case speedily. c) Create improved access to justice and justice delivery generally throughout the country. d) Increase justice delivery for women and children e) Increase public trust/confidence in the Justice System.	
<b>Outputs and Key Activities:</b>	
Major activities of the project are: a) Recruit 3 additional Magistrates, 11 State prosecutors and 25 legal executives b) To contract defence lawyers c) Provide housing facilities for State Counsels in the provincial headquarters d) Transport, office facilities and other logistics acquired. e) Backlog cases cleared in the Magistrate and High courts.	
Steering Committee Support Office Review Date: 06 July 2007 Steering Committee Approval Date: 11 July 2007	



Date	Name/Title
12 <sup>th</sup> July 2007	ADR RENNIE - THURSDAY CHIEF JUSTICE
13 July 07	J.V. ANGELO
12/07/07	Graham Chipande
12-07-07	John Benjamin Mof
13 July 07	J.V. ANGELO

**Government of Sierra Leone**

**United Nations Development Programme (UNDP) and  
United Nations Integrated Office in Sierra Leone (UNIOSIL)**

**In partnership with the Government of Sierra Leone  
(Judiciary – Office of the Chief Justice)**

**“Capacity Development of the Justice System to Prevent Delays in Trials and to Clear  
Backlog of Cases”**

**Brief Project Description**

In Sierra Leone, while many aspects of the justice sector reform efforts are consistent with endeavors to reduce the number of inmates who return to prison, there still remains a tremendous backlog of both criminal and civil cases in the courts (estimated at more than 700 in both Magistrates and High Courts) causing serious congestion in most prison facilities across the country, poor justice delivery and access to justice. Hence the justice system is being constantly characterised as not very effective.

This weakness in the justice system has been identified as one of the root causes of the civil conflict in Sierra Leone. In spite of the combined efforts of the Government and the international community to consolidate peace, this sector still faces serious challenges due to lack of capacity, infrastructure and basic equipment, thus causing trial delays, failed investigations, prolonged pretrial detentions, excessive adjournments and remand of cases, leading to huge case backlogs and congestion in the prisons. This proposal seeks to strengthen the capacity of the justice system to hear and speedily dispose of cases consistent with due process of law and to put in place mechanisms to prevent the recurrence of backlogs. Initially, the judiciary will adopt an ad-hoc, one-time, measure to sort out the existing backlog of cases and avoid future backlogs.

The sum of \$9 Million was allocated to the Justice and Security Sectors under the PBF Grant to Sierra Leone. The present proposal, which seeks to clear the existing case backlog and build capacity within the justice sector to prevent future backlogs, takes a holistic approach to addressing the deficiencies in the justice delivery system, embracing not only the Judiciary, but also the Police, the Local Courts (which fall under the jurisdiction of the Ministry of Local Government), the MSWGCA, the state prosecutors of the Law Officer’s Department and the Family Support Units, consistent with the nationwide movement towards increasing access to justice for all people of Sierra Leone.

Justice Sector PBF Proposal

Programme Period: 2007 - 2008  
Programme Component: Justice Sector, Rule of Law and Human Rights  
Project Title: Capacity Development of the Justice System to Prevent Delays in Trials and to Clear Backlog of Cases  
Project ID: .....  
Project Duration: 12 months.  
Management Arrangement: The project will be directly implemented by UNDP, in coordination with the various stakeholders.

Budget  
General Management Support Fee: 7%  
Total budget: US\$3,959,772.54  
  
Allocated resources:  
Government -  
PBF US\$3,959,772.54  
  
Unfunded budget: -



**Part I – Situation Analysis**

1. Sierra Leone's Constitution asserts the principle of separation of powers into Legislative, Executive and Judicial branches. Therefore, for consolidation of peace to be ensured, it is imperative that these three branches are developed simultaneously.
2. However, since 2002 when the war ended, development in the Judiciary has lagged behind the other branches. Hence the justice sector continues to be characterised as weak and is under regular attack by the public, civil society and human rights activists principally because of the chronic delays in justice delivery and the swelling up of the prison population, especially pre-trial prisoners. The reasons for this are principally because the Justice Sector does not have adequate capacity, personnel, logistics, proper co-ordination and other resources to handle these cases. The proverbial adage "Justice delayed is Justice denied" should not just be a rhetoric but real.
3. The Police Prosecutors, the State Prosecutors of the Directorate of Public Prosecutions (DPP), Ministry of Justice, and the Magistrates' Courts are central to the justice delivery process. Before the war when the situation was still unsatisfactory, there were 26 public prosecutors throughout the country. Due to low salaries and unsatisfactory working conditions, 18 prosecutors resigned in one year (1988), and the number has remained too low ever since, with as low as seven public prosecutors today, of which 4 operate in Freetown and the remaining 3 in the provincial offices of Bo, Kenema and Makeni. Thus, in endeavoring to perform their duties, State Prosecutors are stretched to the limit and overburdened, they lack qualified support staff to assist them in preparing indictments, conducting legal research, etc., they lack transportation to and from court as well as having sub-standard office facilities with little or no basic amenities, all of which contributes to the delay in justice delivery. In response to the missing link of prosecution, the Sierra Leone Police (SLP) has filled the gap. Police Officers, who are not lawyers and many of them have had no previous training, act as prosecuting officers in over 70% of all criminal cases.
4. Exacerbating the low prosecutorial capacity is the inadequate number of Magistrates to hear the cases. Numerous Magistrates in both Freetown and the Provinces are forced to cover multiple stations over vast areas, and lack transportation to do so. The courthouses are in dilapidated condition, lacking in lighting or proper facilities, and some Magistrates have even been forced to hold court in private homes. The poor conditions of service in the justice sector as a whole, and the lack of adequate logistics and equipment for the Courts to operate effectively must be urgently addressed to prevent the recurrence of delays.
5. There is also no efficiently functioning case management and file tracking system within the Judiciary that allows reducing the backlog of cases and monitoring performance of individual judges and magistrates, an essential system for the improvement of the courts' efficiency. All court files are hand written, and many become lost or destroyed, with no back up copies. Most Judges, Magistrates, prosecutors and courts do not have access to a Law Library or to the Law itself. Often times, there is no way of communicating from one court to another other than hand delivery of messages or



information.

6. As at April 30, 2007, there were approximately 1000 persons in prisons throughout the country either on remand or awaiting trial, constituting 53.2% of the total prison population, many of whom suffer from long delays in trials (some for periods up to five years after their initial arrest), waiting for their trials to be concluded, and prolonged pre-trial detentions, which under existing bad prison conditions, negates the presumption of innocence and subjects them to punishment without due process of law. Undoubtedly, some of those, even if upon being tried are convicted, may well have stayed in prison longer than the prison sentences that may be imposed. It is also possible that some might be acquitted after their trials. Indeed, to many of these prisoners and their families, justice is being denied and their human and constitutional rights seriously being infringed upon.

7. It is imperative that these potential human and constitutional rights violations be addressed urgently if the peace in Sierra Leone is to be consolidated and a return to conflict avoided. Additionally, it is critical that complainants who come to the Courts to seek redress be able to trust that the Justice System will grant them speedy and appropriate relief, failing which people may well take the law into their own hands thus threatening the peace and security of Sierra Leone and additionally, undermining the Judiciary, exactly what the TRC report advises against.

## Part II: Strategy

8. In formulating this proposal, the Justice Sector has borne in mind the ongoing efforts of the Justice Sector Development Programme (JSDP) [which is long-term as opposed to this project which is short-term and meant to "create an immediate impact"], and steps were taken to ensure that there was no overlap between the proposed activities and those of JSDP. The activities proposed hereunder are intended to compliment the ongoing Justice Sector reforms envisaged under the strategic plan. JSDP is currently working with the Justice Sector to build up capacity and develop much needed structures. There are currently plans by JSDP to construct 2 Magistrates' Courts in Freetown to assist the Judiciary in its programme of taking justice to the people. However, there is an urgent need for more such courts to be built in the Districts. In some areas, existing court structures were severely damaged or completely burnt down during the war, and in other areas, there are no court facilities at all. To improve justice delivery and increase access to justice for all, it is imperative that more Magistrates' Court facilities be provided. The construction work envisaged under the present proposal involves mainly repair, upgrading and/or simple construction of very basic facilities -- all of which should be completed in an estimated 3 - 6 months period. The people in areas such as Daru, Mile 91 and Bo [See Outcome 5] will have the benefit of seeing immediate effects of the project and have much needed access to justice.

9. The Strategic Plan already developed for the Justice Sector emphasizes, inter alia, the need to ensure that "courts are suitably located and equipped including a sustainable technology infrastructure". And further that, "improving access to criminal justice is dependent on improving the speed with which criminal justice is dispensed". Achieving this requires upgrading of existing facilities and the provision of much needed technological and communications systems. It is critical that courts throughout the

country are able to communicate with each other and with Freetown without delay; this will promote uniformity. It is also crucial to proper justice dispensation that the courts have access to current law and that they can share materials which can be made available electronically, particularly in those areas where there is no law library.

10. The success and sustainability of the project also requires that staff are adequately trained and motivated. The training envisaged is varied. There will be basic computer training for Justice Sector Officials and key support staff. There will also be training for Legal Executives, candidates with degrees in Law who have, for one reason or another, not been accredited by the Sierra Leone Law School, and are not admitted to practice as lawyers. Once trained, they will be deployed into various institutions to help alleviate the acute shortage of skilled staff in the sector. They will be utilized as Assistant Prosecutors in the High Courts, Prosecutors in the Magistrates' Courts, Judicial Supervisors in the Local Courts, Deputy Masters and Registrars in the court administration system and as Research Assistants. They will receive free specialized training for a period of 6 months, and thereafter be bonded into service, which will address the predicament faced by the sector of losing much needed manpower. The Law School will provide only space to conduct the training, and will assist in accreditation. Additionally, there will be specialized training for Local Court personnel and for Police Prosecutors.

11. To alleviate the current situation and improve Justice Delivery at all levels, the Justice Sector has identified the following interventions:

- Use the PBF catalytic resources to establish an effective justice delivery system in each of the twelve districts including Freetown and the Western area, by providing a functioning courts, with a resident Magistrate, a prosecuting Counsel, adequate support staff, equipment and logistics to enhance the effective operations of the Court.
- Initially, the judiciary will adopt ad-hoc, one-time, measure to sort out the backlog of cases that has occurred by this time. This will involve setting up Special Backlog High Courts and Magistrate Courts in Freetown, Bo, Kenema and Makeni. In addition to special provision made for this component of the project in Outcome 1 of this document, other support including secretariat services, logistics and transport (Outcome 4) required for the Taskforce will be sourced through other related funded activities in this document.
- Establish a regional Prosecution Office headed by a Senior Counsel to coordinate and supervise the prosecuting counsel in the region and to handle all cases at the level of the High Courts. For this the Project will strengthen the capacity of the High Courts in Bo, Makeni and Kenema.
- Build the capacity of the Police Prosecutors and establish two trust funds: (i) to facilitate the appearance of witnesses; and (ii) to facilitate the hiring of private lawyers to provide legal aid services to accused persons who have no means to retain private counsel [these will operate for the special backlog courts only, and will be developed long-term by other development partners, including JSDP].
- Facilitate the work of the prosecution and the judiciary through the provision of needed incentives to address the problem of low morale and induce commitment and productivity.

## Justice Sector PBF Proposal

- Strengthen the library facilities and increase access to the law for both the prosecution and the Judiciary in Freetown and in the districts.
- Train and recruit law graduates as Legal Executives to provide essential support duties to prosecution, court administration and legal research.
- Strengthen the existing Justice Sector Secretariat to monitor the implementation of the project and submit periodic reports as required under the project.

12. It is also envisaged that well administered Magistrate's courts in all of the 12 districts including Freetown and the Western Area, each with a resident Magistrate, a dedicated prosecutor, with appropriate incentives, access to needed legal materials including Law Reports, funds to procure the attendance of witnesses, and backstopped at the regional level by a High Court with a resident Judge and a full time Registrar, will not only eliminate all existing case backlogs and facilitate speedy disposal of cases consistent with due process of law, but will also prevent the creation of new backlogs.

### Part III. Management Arrangements

#### I. Implementing partner

13. Given the nature of Memorandum of Understanding on the Peace Building Fund between Recipient Organization and the UNDP, the project will be implemented under the DEX modality, in accordance with existing UN procedures. The details are set forth in the aforementioned Memorandum of Understanding [MOU] which is annexed hereto [Annex IV] and incorporated by reference. The contents of the MOU have been duly reviewed and adopted by the Justice Sector. A Project Management Team will be formed comprising the recipient UN Organization and UNDP, who will manage the funds and disburse them for operational activities of the project consistent with UNDP and PBF procedures

#### II. Project Board and Justice Sector Steering Committee

14. A Project Board will be formed, consisting of permanent member representatives from the Judiciary, the Law Officers' Department, UNIOSIL, UNDP and also JSDP [which has participated in all technical working group meetings during the preparation of the project proposal to ensure that proposed activities were not duplicative of the Justice Sector Reform Strategy], and transitory member representatives from the SL Police, the Prisons, Ministry of Local Government, Ministry of Social Welfare, Gender & Children's Affairs. Detailed Terms of Reference are being developed. The Project Board will be co-chaired by the Judiciary and the Law Officer's Department, which will ensure ownership of the project by the Justice Sector.

15. The Project Board will be responsible for calling meetings, ensuring periodic evaluation of the various component parts of the project and that the implementation is on track. It will develop clear mechanisms for monitoring and evaluating the project and will meet at least once a month or more frequently as necessary. During monitoring and evaluation, the Board will invite representatives of the institutions responsible for the particular component part of the project to make a progress or status report and make recommendations. The Project Board will report to the Justice Sector Steering Committee and ensure coordination with other relevant stakeholders.

## Justice Sector PBF Proposal

16. The Justice Sector Steering Committee will consist of heads of the Justice Sector Ministries, Departments and Agencies as well as senior representatives of UNDP and UNIOSH, and will meet periodically as necessary. It will be chaired by the Chief Justice, and will provide overall guidance to the Project Board and the Project Management Team, and be responsible for taking policy decisions. Both the Project Board and the Justice Sector Steering Committee will be supported by the Secretariat.

### Part IV. Monitoring and Evaluation

#### (i) Monitoring and Reporting

17. The Project Board has the responsibility for monitoring progress of the technical aspects of the various component activities and reporting to the Justice Sector Steering Committee on a quarterly basis, whereas the Project Management Team will monitor and prepare reports on the financial aspects of the project. Articles IV and V of the Memorandum of Understanding [Annex IV] set forth the monitoring guidelines to be used for the latter. The Project Management Team will provide copies of all reports prepared to the Justice Sector Steering Committee, including the narrative progress reports and financial reports specified in the MOU, and shall provide regular reports related to their administrative fees and costs in a format and at a frequency to be determined.

18. Additionally, monitoring of the Special Backlog Courts will be undertaken by the Task Force established by the Justice Sector and comprised of members of the Judiciary, Prisons, SL Police and the Law Officer's Department, which will prepare monthly returns. It will ensure monthly court returns from all courts on a monthly basis. The Task Force will report directly to the Project Board. A system of Performance Management and Appraisal will also be put in place, whereby performers will be appropriately acknowledged and motivated, which will continue even after completion of the Backlog project.

### Part V. Analysis of risks and assumptions

19. One of the greatest risks may be government's inability to absorb the newly recruited staff (Magistrates, Legal Executives and State Prosecutors) into its payroll system and pay them the same amount of incentives the project has now set. An exit strategy, whereby government gradually assumes responsibility for larger percentages of the salaries, and ultimately pays the entire salary, will be prepared and adopted by Sierra Leone Government to deal with this risk and ensure sustainability. Discussions with the Sierra Leone Government in this regard are already in progress. An identical scheme has already been adopted by the Government involving the Magistrates funded by UNDP. It is therefore not anticipated that Government will have any difficulty with this proposition.

### Part V. Legal Context

20. This shall be the instrument referred to as the project document in Article 1 of the SBAA between the Government of Sierra Leone and UNDP, signed on 21<sup>st</sup> December, 1977.

21. The Memorandum of Understanding on the Peace Building Fund between Recipient Organization and United Nations Development Programme signed on 25 January 2007 also further clarifies the legal context of this project.

**Sustainability:**

22. The primary responsibility for effective justice delivery rests on the Government. Upon clearing the backlog and completion of the project, both the Steering Committee and the Secretariat shall be dissolved. The staff recruited under the Project [the Legal Executives, State Prosecutors, Judges and Magistrates] shall be absorbed by the respective institutions to which they were deployed during the project. To ensure sustainability, the Judicial and Legal Services Commission is in the process of devising a clear career path and a distinct establishment for the newly qualified Legal Executives. This is taken further by the "exit strategy" referred to in Part V above under which the Government of Sierra Leone gradually assumes responsibility for larger percentages of the salaries, and ultimately pays the entire salary.

Justice Sector PBF Proposal

Annual Work Plan Budget sheet

Year: 2007

Expected Outputs	Time-frame				Responsible Partner (s)	Planned Budget	
	Q 1	Q 2	Q 3	Q 4		Source of Fund	Budget Description
<b>Key Activities</b>							
<b>Outcome I: Functioning Courts that have the capacity to hear and adjudicate the existing backlog of cases speedily.</b>							
<b>Outcome indicators:</b>							
<ul style="list-style-type: none"> <li>• Number of cases adjudicated</li> <li>• Number of prisons decongested</li> <li>• Reduction in number of prisoners in remand</li> </ul>							
1. A Task Force established to address backlog cases [dating from June 2006 backwards]		X	X		Judiciary, DPP, SLP, Prisons,	PBF	1,500
1.1 Task Force constituted from Members of the Judiciary, Law Officers' Department & Prisons							
1.2 List of backlog cases nationwide compiled							
1.3 List of all prisoners awaiting trial in all prisons nationwide compiled & head-count conducted <i>See Annex "p"</i>							
2. Capacity at the Justice Sector Reform Secretariat enhanced to support work of the Taskforce		X	X	X		PBF	3,000 4,000 500
2.1 Procure 1 air conditioner and furniture for the secretariat							
2.2 Procure photocopier, printer, computer and paper [equipment to be used by Deputy Assistant Registrar upon completion of project].							
2.3 Photocopy all pending depositions							
2.4 Prepare indictments							
2.5 Prepare Cause Lists							

Justice Sector PBF Proposal

	<i>See Annex "I"</i>					
3. Special Backlog Magistrate's Courts set up in Freetown, Bo & Kenema	<p>3.1 Contract 5 Senior Legal Counsels to sit in as magistrates for three months.</p> <p>3.2 Contract 10 Clerks to provide administrative support to the backlog magistrate courts.</p> <p>3.3 Provide incentives to 30 Prison Officers for escorting remand prisoners to courts in Freetown, Bo, Kenema &amp; Makeni.</p> <p>3.4 Provide for additional support staff for 5 Magistrate's Courts including messengers, security guards, generator operator and drivers.</p> <p>3.5 Provide for fuel, stationery and consumable supplies for 5 Magistrate's Courts.</p> <p><i>See Annex "I"</i></p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>PBF</p> <p>PBF</p> <p>PBF</p> <p>PBF</p> <p>PBF</p> <p>PBF</p>	<p>12,000</p> <p>3,000</p> <p>13,500</p> <p>9,300</p> <p>17,551</p>	
4. Special Backlog High Courts set up in Freetown, Bo, Kenema & Makeni	<p>4.1 Contract 4 Senior Barristers to sit as Judges in the backlog special backlog High Courts.</p> <p>4.2 Provide for additional support staff for High Courts including bailiffs, tipstaffs, interpreters, Registrars, secretaries, messengers, security and drivers [see Annex ]</p> <p>4.3 Provide for fuel, stationery and consumable supplies for High Courts. <i>See Annex "I"</i></p>	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>PBF</p> <p>PBF</p> <p>PBF</p>	<p>18,000</p> <p>9,578</p> <p>21,393</p>	

Justice Sector PBF Proposal

5. Periodic assessment /monitoring of special backlog courts performance report produced.	5.1 Taskforce (5 members) undertake monthly assessment or monitoring of the special backlog courts performance	X	X	Travel/DSA	5,550
	5.2 Taskforce produce and disseminate monthly monitoring report of special backlog courts performance, including monitoring of the productivity of each Judge and Magistrate.	X	X		1,000
<b>SUB-TOTAL:</b>					<b>119,872</b>

Expected Outputs	Key Activities	Time-frame 2007 - 2008			Responsible Partner (s)	Planned Budget		
		Q 2	Q 3	Q 4		Q 1	Q 2	Q 3

**Outcome 2:** Improved functioning of the Courts so that they have the capacity to speedily dispose of new cases and prevent new backlogs from being created, and to generally improve justice delivery and reduce Human Rights abuses..

**Outcome indicators:**

- Number of Magistrates recruited and deployed.
- Number of legal executive trained, recruited and deployed.
- Number of persons receiving legal services.
- Number of witnesses assisted under the witness support scheme.
- Number of vehicles, office equipments, logistics and supplies procured.
- Transport facilities, office equipment and logistics acquired
- Communications between courts streamlined
- Number of Justice Sector staff trained in computer skills
- Number of defense lawyers contracted
- Sierra Leone Law Reports and Statutes published



Justice Sector PBF Proposal

1. Staff capacity of the courts strengthened.	<p>1.1 Recruitment and incentives for 3 new Magistrates.</p> <p>1.2 Recruitment and incentives for 7 Registrars [The incentives will be conditional upon satisfactory performance evaluations to be conducted at regular intervals by immediate supervisor.]</p>	X	X	X	UNDP	nil
		X	X	X	PBF	50,460
	1.3 <del>Establish additional Magistrate Court in Be</del> [deleted]	X	X	X	PBF	<del>70,000</del> [deleted]
	1.4 Establish 2 additional Magistrate Courts in Freetown and its environs	X	X	X	DFID/ISDP	nil
	1.5 <del>Acquire 20 vehicles for the Magistrate Courts</del> [deleted] Acquire 16 vehicles for the Judiciary for use by Magistrates covering multiple stations, Judges who are currently sharing vehicles, Deputy Masters for the Provincial Towns who also perform supervisory functions for the regions under them and for the Master's office in Freetown for use in all the courts - i.e. the High Court, the Court of Appeal and the Supreme Court. [See Annex V]	X	X	X	PBF	<del>700,000</del> [deleted] 560,000
	1.6 <del>Fuel and lubricant for 16 vehicles.</del> [deleted]	X	X	X	PBF	<del>40,000</del> [deleted]
	1.7 17 Generator (5 KVA) procured for 14 Magistrate Courts in the Provinces, 3 Magistrates Courts in Freetown	X	X	X	PBF	25,000
						<del>50,000</del>

Justice Sector PBF Proposal

	1.8 Fuel for 17 Generators (5KVA) [deleted]	X	X									[deleted]
	1.9 Acquire 17 XL motorbikes for process servers		X									78,000
	1.10 Fuel & maintenance for 17 XL motor bikes		X									20,000
	1.11 Specialized Training for Judiciary [See Annex III] [deleted]		X									35,000 [deleted]
	1.12 Specialized Training for Judiciary & Law Officers' Dept. [See Annex III]		X									75,000
2. Support provided for witness fund	2.1 Establish witness support fund for 12 months to assist in securing witness attendance at court proceedings and prevent backlog of cases.  See Annex "I"	X	X									25,000
3. Legal Aid services provided for Special Backlog Court defendants.	3.1 Establish a limited Legal Aid Support Fund in the Judiciary for the purposes of providing means-tested defence for the indigent. [This should not be confused with the general Legal Aid Fund currently being developed by JSDP].  See Annex "I"	X	X					Judiciary, MoJA,				25,000
4. High Court Registry Modernized.	4.1 Provide for the installation of new shelving and filing cabinets and other equipment for the main High Court Registry;  4.2 Provide for the installation of an electronic filing system for the main High Court Registry;  See Annex "II"	X	X					Judiciary				14,700
												28,500

Justice Sector PBF Proposal

5. The Chief Justice and Judicial Libraries strengthened.	<p>5.1 Restock the Judicial Libraries with essential English and other Commonwealth law reports and journals;</p> <p>5.2 Provide for installation of desktop and laptop computers, copiers, printers and other communication equipment with internet access for all Judges, Magistrates, Registrars throughout the country, also accessible to police and Law Officers;</p> <p><i>See Annex "II"</i></p> <p>5.3 Organize training courses in essential computer skills for 400 officials and key support staff throughout the Justice Sector Institutions [including Judges, Magistrates, Registrars, State Counsel, the Police, Law Reform Commission, ONS, Office of the Ombudsman, Prisons, etc].</p> <p><i>See Annex "III"</i></p>	X	X	X	X	X	X	UNDP Procurement Unit Judiciary	PBF	Equipment Stationery	89,000 351,500
6. Sierra Leone Law Reports published.	<p>6.1 Provide for the reduction into electronic form of all existing statute law as at December 2006;</p> <p>6.2 Provide for the reduction into electronic form of all existing law reports as at December 2006;</p> <p><i>See Annex "II"</i></p>	X						UNDP, JSDP, Judiciary	PBF	Capacity Building	121,000
7 Legal Executives trained.	<p>7.1 Establishment of institutional facilities. Adaptation and refurbishment of High Court No. 1 in Law Courts Building and one room in basement of the Sierra Leone Law School to be used for lectures and tutorials for the diploma course and for justice sector training programmes;</p>	X	X	X	X	X	X	Judiciary SL Law School	PBF	Capacity Building	147,000

Justice Sector PBF Proposal

	<p>7.2 Furnish and equip office space for; Procure computer, printer, desk, chairs and filing cabinets, and provide salaries for administrative staff; [reduced]</p> <p>7.3 Procure equipment, materials and supplies for training courses;</p> <p>7.4 Contracting with Consultant for the design and organization of course leading to Post-Graduate Diploma in Judicial and Legal Studies for law graduates under the aegis of the Judicial &amp; Legal Training Institute;</p> <p>7.5 Allowance for 25 Law graduates while undergoing training as Legal Executives.</p> <p>7.6 Allowance for academic staff and course tutors [reduced] <i>See Annex "III"</i></p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>PBF</p> <p>PBF</p> <p>PBF</p> <p>PBF</p> <p>PBF</p> <p>PBF</p>	<p>60,300 [52,300]</p> <p>25,000</p> <p>15,000</p> <p>15,000</p> <p>137,000 [105,500]</p>
<b>SUB-TOTAL:</b>								<b>1,870,900</b>

Justice Sector PBF Proposal

Expected Outputs	Key Activities										Planned Budget												
	Responsible Partner (s)										Source of Fund	Budget Description	Amount (\$)										
	Time-frame 2007-2008																						
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4												
<p><b>Outcome 3: A functioning Law Officers Department and Prosecutorial system that has the capacity to prosecute the existing backlog of cases, speedily charge and prosecute all new cases and prevent new backlogs from being created while improving justice delivery.</b></p> <p><b>Outcome indicators:</b></p> <ul style="list-style-type: none"> <li>• Number State Law Officers recruited and deployed.</li> <li>• Number of Prosecutorial offices in Freetown and the 3 provincial Headquarter acquired and furnished.</li> <li>• Number of Law Reference Libraries established</li> <li>• Number of vehicles, office equipments, logistics and supplies procured.</li> </ul>																							
<p>I. Staff Capacity of the Prosecution strengthened</p>	<p>1.1 Recruitment of 11 new State Law Officers and provide incentives* for 26 State Law Officers.</p>										X	X	X	X	X	X	X	X	X	X	Judiciary Law Officer's Dept.	PBF	189,000
	<p>1.2 Recruitment and incentives* for 25 legal Executives for deployment in the Law Officers Dept. in Freetown and the Provinces and to other judicial institutions. <i>See Annex "III"</i></p>										X	X	X	X	X	X	X	X	X	X	X	PBF	150,000
	<p>1.3 Recruitment and incentives* for 10 Police Prosecutors to serve on Special Backlog Courts for three months</p>										X	X	X	X	X	X	X	X	X	X	X	PBF	3,000
	<p>1.4 Recruitment and incentives* for 5 State Counsel to serve on Special Backlog Courts for three months</p>										X	X	X	X	X	X	X	X	X	X	X	PBF	3,750
<p>*All incentives will be conditional upon</p>																							



Justice Sector PBF Proposal

Prosecutorial staff.	Personnel of the Legal & Justice Support Department of the SL Police.				Police	PBF	
4. Library facilities established and strengthened	<i>See Annex "III"</i> 4.1 Improving the main Prosecutors' Library by providing necessary furniture including cabinets, shelves, chairs and tables.		X			PBF	60,000
<b>SUB-TOTAL:</b>							<b>765,750</b>

Expected Outputs	Time-frame 2007-2008				Responsible Partner (s)	Planned Budget	
	Q 3	Q 4	Q 1	Q 2		Source of Fund	Budget Description
Key Activities							
<b>Outcome 4: Project well coordinated, monitored and reported.</b>							
<b>Outcome indicators:</b>							
<ul style="list-style-type: none"> <li>• Number of staff in place</li> <li>• Number of coordination meetings held</li> <li>• Number of steering committee meetings held</li> <li>• Number of reports produced</li> </ul>							

Justice Sector PBF Proposal

1. Secretariat established	3.1.1 Recruit a Coordinator on contract for 12 months(1),	X	X	X	X		PBF	12,000
	3.1.2 Recruit One Secretary	X	X	X	X		PBF	3,000
	3.1.3 Recruit One Driver	X	X	X	X		PBF	1,500
	3.1.4. Recruit One Messenger	X	X	X	X		PBF	1,200
	3.1.5 Acquire 2 Computers, 2 Printers and one photo copy machine	X	X	X	X		PBF	6,500
	3.1.5 Refurbish Office space(To be provided by the Supreme Court	X	X	X	X		PBF	2,000
	3.1.4. Acquire 1 vehicle for the Secretariat	X	X	X	X		PBF	35,000
2. A Functional steering Committee	Establish Steering Committee and provide meetings and coordination activities	X	X	X	X		PBF	20,000
<b>SUB-TOTAL:</b>								<b>61,200</b>

Expected Outputs	Key Activities	Time-frame 2007-2008				Responsible Partner (s)	Planned Budget	
		Q 3	Q 4	Q 1	Q 2		Source of Fund	Budget Description Amount (\$)
Outcome 5: Increased Access to Justice for all, particularly Women and Juveniles and those in the provinces, to prevent future backlogs and to reduce Human Rights abuses and excesses, especially to the more vulnerable.								
<b>Outcome Indicators:</b>								
	<ul style="list-style-type: none"> <li>Number of Local Courts built to better adjudicate cases</li> <li>Number of Local Courts personnel / officials trained and sensitized to various issues</li> <li>Access to justice for women and juveniles enhanced</li> </ul>							



Justice Sector PBF Proposal

<ul style="list-style-type: none"> <li>• Number of Rainbow Centres constructed</li> <li>• Number of SGBV victims assisted</li> <li>• Number of vehicles acquired</li> <li>• Number of courts at the District Level constructed and/or upgraded</li> </ul>								
1. Local Courts accessible and functioning, juvenile and women's issues addressed	1.1 Construction and/or upgrading of five (5) key Local Courts by the construction of court "barrays" including lock-up facilities in five Chiefdoms selected by the Ministry of Local Government; these will serve as a pilot programme, and will supplement those Court barrays already constructed by NACSA.	X	X	X	X	Ministry of Local Government Law Officer's Dept.	PBF	200,000
	1.2 Support and make provision for continuing programme of training and sensitization for 386 Local Courts personnel and their court officials on issues of human rights, Juveniles, gender and other conduct that have given rise to abuse of office in the past [increased] <i>See Annex "III" &amp; Annex "VI"</i>	X	X	X	X		PBF	20,000
2. Strengthened capacity of the FSUs	2.1 Acquire 3 vehicles for the FSU (one for each province)	X	X	X	X		PBF	105,000
	2.2 Construct and furnish 2 Rainbow Homes for temporary assistance to victims of SGBV [to complement work already being done by Irish Aid].	X	X	X	X		PBF	200,000
	2.3 Establish fund to assist SGBV victims to obtain medical certificates [to complement work already being done by Irish Aid].	X	X	X	X		PBF	6,000
	2.4 Recruitment & incentives for Counselors for the	X	X	X	X		PBF	12,000



ANNEX IDETAILED EXPENDITURE FOR SETTING UP AND  
RUNNING OF THE SPECIAL BACKLOG COURTSI. MAGISTRATE'S COURTS BO & KENEMA

1 Magistrate's Court each in Bo &amp; Kenema.

Incentive: \$800/month each x 2 Magistrates

\$1,600 x 3 months \$ 4,800.00

Fuel for 1 generator @ 40 gallons per month  
x 3 months

(120 gallons @ Le.13,000 = Le. 1,560,000)

\$520.00 x 2 courts \$ 1,040.00

Stationery (\$500/ court x2) \$ 1,000.00

Support Staff (\$2,100/ court x2) \$ 4,200.00

2 clerks / court @ \$100 / month x 3 months- \$600

1 messenger / court @ \$100 / month x 3 - \$300.00

2 security / court @ \$100.00/ month x3 - \$ 600.00

2 drivers / court @ \$100.00 / month x3 - \$600.00

Fuel for each Magistrate's vehicle

10 gallons/ week x 13 weeks 130 gallons x2

(260 gallons @ Le.13,000 = Le. 3,380,000) \$ 1,127.00

Fuel for motorbikes &amp; prison staff

20 gallons/ week x 13 weeks 130 gallons x2

(520 gallons @ Le.13,000 = Le. 6,760,000) \$ 2,254.00

Misc. / Contingencies (@ \$2,000/court) \$ 2,000.00

**Total for 2 Magistrate's Courts in Provinces** **\$ 16,421.00**

## 2. MAGISTRATE'S COURTS FREETOWN

3 Magistrate's Courts.

Incentives: \$800/month each x 3 Magistrates

\$2,400 x 3 months \$ 7,200.00

Fuel for 1 generator @ 40 gallons per month

x 3 months: 120 gallons

(120 gallons @ Le.13,000 = Le. 1,560,000)

\$520.00 x 3 courts \$ 1,560.00

Stationery (\$500 court x3) \$ 1,500.00

Support Staff (\$2,700/ court x3 courts) \$ 8,100.00

2 Clerks / court @ \$100 / mo each x 3 months- \$600

2 security @ 100/ mo each x 3 months- \$600

2 messengers @100/ mo each x 3 months- \$600

1 driver @100/ mo x 3 months- \$300

1 generator operator/maintenance @ \$200/ mo x 3 - \$600

Fuel for each Magistrate's vehicle

10 gallons/ week x 13 weeks 130 gallons x3

(390 gallons @ Le.13,000 = Le. 5,070,000) \$ 1,690.00

Fuel for support staff & prison, motor bikes

20 gallons/ week x 13 weeks 260 gallons x3

(780 gallons @ Le.13,000 = Le. 10,140,000) \$ 3,380.00

Misc. / Contingencies @ \$2,000/court) \$ 2,000.00

**Total for 3 Magistrates' Courts \$ 25,430.00**

**3. HIGH COURT MAKENI**

Incentive: \$1,500/month per Judge (\$345 per week x 5 weeks)	\$ 1,725.00
Judge's accommodation & Subsistence @ \$1000 / month (\$230 per week x 5weeks)	\$ 1,150.00
Fuel for generator 50 gallons/ week x 5 weeks 250 gallons (@ Le.13,000/gallons = Le.3250,000.00)	\$ 1,084.00
Supporting Staff (@ 5 weeks pro-rated)	\$ 978.00
1 Bailiff / court @ \$100 / month x 5 weeks- \$115	
1 Tipstaff / court @ \$100 / month x 5 weeks - \$115	
1 Interpreter / court @ \$100 / month x 5 weeks - \$115	
1 Registrar / court @ \$200 / month x 5 weeks - \$230	
1 Secretary / court @ \$150 / month x 3 months- \$173	
1 messenger @\$100 per month x 3 months- \$115	
1 driver @\$100.00 per month x 3 months-\$115	
Fuel for Judge's vehicle 10 gallons/ week x 5 weeks 50 gallons (@ Le.13,000/gallon = Le. 650,000)	\$ 217.00
Fuel for motor bikes & prison staff 30 gallons/ week x 5 weeks 150 gallons (@ Le.13,000/gallon = Le. 1,950,000)	\$ 650.00
Stationery	\$ 500.00
Misc. / Contingencies	\$ 2,000.00
<b>Total for 1 High Court in Makeni</b>	<b><u>\$ 8,304.00</u></b>

**4. HIGH COURT BO & KENEMA**

Incentive \$1500.00 per month x 2 months (1 roving Judge)	\$ 3,000.00
Fuel for generator 40 gallons/ week x 9 weeks 360 gallons (@ Le.13,000/gallon = Le. 4,680,000)	\$ 1,560.00
Fuel for supporting staff & Process Servers 50 gallons/ week x 9 weeks 450 gallons (@ Le.13,000/gallon = Le. 5,850,000)	\$ 1,950.00
Fuel for Judge's vehicle 15 gallons/ week x 9 weeks 135 gallons (@ Le.13,000 = Le. 1,755,000)	\$ 585.00
Stationery (\$500/court x 2 courts)	\$ 500.00
Support Staff	\$ 2,300.00
1 Bailiff / court @ \$100 / month x 2 months- \$200	
1 Tipstaff / court @ \$100 / month x 2 months- \$200	
1 Interpreter / court @ \$100 / month x 2 months - \$200	
1 Registrar / court @ \$200 / month x 2 months- \$400	
1 Secretary / court @ \$150 / month x 2 months- \$300	
2 security @ \$100 / month x 2 months- \$400.00	
1 driver @ \$100 / month x 2 months- \$200.00	
2 messengers @ \$100 / month x 2 months- \$400.00	
Misc. / Contingencies	\$ 2,000.00
<b>Total for High Court serving 2 locations in Provinces</b>	<b><u>\$11,895.00</u></b>

## 5. HIGH COURTS FREETOWN

Incentive \$1500 per month x 3 months (\$4,500.00 x 2 Judges)	\$ 9,000.00
Fuel for generator 60 gallons/ week x 13 weeks 780 gallons x1 (@ Le.13,000/gallon = Le 10,140000. )	\$ 3,380.00
Fuel for utility vehicles & Process Servers 30 gallons/ week x 13 weeks 390 gallons (@ Le.13,000/gallon = Le. 5,070,000)	\$ 1,690.00
Fuel for each Judge's vehicle 10 gallons/ week x 13 weeks 130 gallons x 2 (260 gallons @ Le.13,000 = Le. 3,380,000)	\$ 1,127.00
Stationery (\$500/court x 2 courts)	\$ 1,000.00
Support Staff (\$3,150/court x 2 courts)	\$ 6,300.00
1 Bailiff/ court @ \$100 / month x 3 months- \$300	
1 Tipstaff / court @ \$100 / month x 3 months- \$300	
1 Interpreter / court @ \$100 / month x 3 months - \$300	
1 Registrar / court @ \$200 / month x 3 months- \$600	
1 Secretary / court @ \$150 / month x 3 months- \$450	
1 driver /court@ \$100 /month x3months. \$300	
1 messenger/court @ \$100/month x 3months \$300.00	
2 security / court @ \$100/month x 3months \$ 600.00	
Misc. / Contingencies	\$ 2,000.00
<b>Total for 2 High Courts in Freetown</b>	<b><u>\$24,497.00</u></b>

## 6. ANCILLARY BUDGET FOR SPECIAL BACKLOG COURTS

### A. Equipment for Task Force [to be used by Deputy Assistant Registrar upon completion of project.]

1 Desktop Computer	\$ 1,500.00
1 Laser Printer	\$ 1,000.00
1 Photocopier	\$ 1,500.00
1 Air conditioner	\$ 1,500.0
Furniture	\$ 1,500.00
	\$ <u>7,000.00</u>

### B. Incentives

30 Prison Officials	
@ \$150 / month each: \$6,000 x3 months	\$ 13,500.00
<i>Witnesses' Allowances</i>	\$ 25,000.00

Legal Aid fund to compensate defence counsel	\$ 25,000.00
	\$ <u>63,500.00</u>

### C. Mobilisation Expenses

Incentive to Prison officers, DAR & task force Members	\$ <u>2,000.00</u>
--	--------------------

**Total Ancillary Budget for Special Backlog Courts**      \$ 72,500.00



**ANNEX II****Detailed Budget for Strengthening of the Courts & Chief Justice's Office:****Cost of Wide Area Network (WAN):**

[to include provision of desktop and/or laptop computers, copiers, printers and other communication equipment with internet access for all Judges, Magistrates and Registrars throughout the country, also accessible to police and prosecutors]

<b>Qty</b>	<b>Item No.</b>	<b>Description</b>	<b>Unit Price US\$</b>	<b>Line Total US\$</b>
11	1	6.5KVA Honda Generator, Parts & Maintenance	1,900.00	20,900.00
40	3	Desktops, Laptops, Printers, Webcam, Headset & Scanners	1,800.00	72,000.00
1	4	WAN Setup in the Provinces & Freetown	30,000.00	30,000.00
1	6	Dell Server with Flat Panel Monitor + Email Facility	6,000.00	6,000.00
1	7	Transportation	5,000.00	5,000.00
12	8	Procurement and Installation of VSAT	6,500.00	78,000.00
198	9	Fee for 128K/64K for 11 Provincial Towns	450.00	89,100.00
18	10	Internet Fee for 256/96K for HQ	750.00	13,500.00
1	11	6KVA UPS plus Wiring	3,000.00	3,000.00
25	12	650 VAC UPS	200.00	5,000.00
1	13	Replacements of Parts for PCs, Servers & VSAT (Contingency)	14,000.00	14,000.00
1	14	Maintenance of WAN for 18 Months	15,000.00	15,000.00
<b>TOTAL COST</b>			<b><u>US\$ 351,500.00</u></b>	

**Cost of Electronic Filing System for High Court Registry:**

to include:

- (i) Cost of server, SQL database, software and high powered scanner
- (ii) Assorted accessories
- (iii) Cost of installation

**TOTAL COST** **US\$ 28,500.00**

**Cost of Shelving & Cabinets for High Court Registry:**

- (i) Filing cabinets x 60 US\$9,000.00
- (ii) Shelving US\$3,700.00
- (iii) 1 x 24,000.00 BTU/AC Installed US\$2,000.00

**TOTAL COST** **US\$ 14,700.00**

**Cost of electronic formatting of Statutes & Law Reports:**

Processing of all statute law as at 31<sup>st</sup> December 2006 into electronic form 56,000.00  
to include:

1. Creating a picture image of all pages to be processed;
2. Optical Character Recognition [OCR] scanning to obtain text copies of pages to be processed;
3. Editing of laws scanned;
4. Embedding of edited laws into Microsoft Access Application;
5. Creating inter-report laws linkage: -

Deliverable: A portable application that can be run from a 512 MB Flash Drive

Processing of all law reports into electronic form 65,000.00  
to include:

1. Creating a picture image of all pages to be processed;
2. Optical Character Recognition scanning to obtain text copies of pages to be processed;
3. Processing of law reports scanned;
4. Embedding of edited law reports into Microsoft Access Application;
5. Creating inter-report linkages

Deliverable: A portable application that can be run from a 512 MB Flash Drive

**TOTAL COST** **US\$ 121,000.00**

**Cost of Restocking Judicial Law Libraries:**

to include:

The Law Reports Reprint (1885-2005)	50,000.00
Law Reports of Commonwealth	10,000.00
Butterworth's Human Rights Cases	4,000.00
Lloyd's Electronic Law Reports	7,000.00
18 months subscription for assorted law journals	18,000.00

**TOTAL COST** **US\$ 89,000.00**

ANNEX III

**Detailed Budget for Capacity Building & Training:** **US\$**

**(1) Consultancy/ Staff:**

i	Consultant fee (14 days)	7,700.00
ii	Consultant Daily Subsistence Allowance x 14 days	1,820.00
iii	Consultant Travel / Airfare	2,000.00
iv	Misc./Contingencies	3,480.00
	<b>Total</b>	<b>15,000.00</b>

**(2) Office Space, Staffing and Furniture & Equipment:**

i	Salary for 1 Accountant x 12 mos.	6,000.00
ii	Salary for 1 Administrative Officer x 12mos.	7,200.00
iii	Salary for 1 Secretaries x 12 mos.	3,600.00
iv	Salary for 1 Messengers/Cleaners x 12 mos.	3,600.00
v	Salary for 2 Drivers x 12 mos.	4,800.00
vi	2 Executive Desks & Chairs	2,400.00
vii	3 Office Desks & Chairs	1,000.00
viii	3 Secretary's Desks & Chairs	1,000.00
ix	1 Reception Desk & Chair	600.00
x	12 Visitors' Chairs	500.00
xi	Window Blinds	500.00
xii	1 Conference Table & 10 Chairs	2,800.00
xiii	Multi-drawer cabinets	600.00
xiv	1 Office Safe	1,000.00
xv	2 Desktop Computers & UPS backup systems	3,600.00
xvi	2 Laptop Computers	3,600.00
xvii	1 Laser Printer & ink supply	1,000.00
xviii	1 Printer / scanner / facsimile & ink	1,000.00
xix	Procure Stationery & Supplies	7,500.00
	<b>Total</b>	<b>52,300.00</b>

**(3) Refurbishment of Classroom Space – Construction Costs:**

i	Metalwork & Windows	23,000.00
ii	Supply & install air conditioners	40,000.00
iii	Carpentry	5,000.00
iv	Electricals & PA systems	21,000.00

v	Supply & install 2 Generators	50,000.00
vi	Misc.	8,000.00
	<b>Total</b>	<b>147,000.00</b>

**(4) Materials & Equipment for use by all Trainees:**

i	5 Desktop Computers & UPS backup systems	9,000.00
ii	Stationery & Supplies	5,000.00
iii	2 Projectors & UPS backup systems	2,600.00
iv	2 Projector Trolleys	300.00
v	2 Telescopic Pointer Pens	50.00
vi	2 Screens	350.00
vii	5 Easels	1,000.00
viii	Flip Chart Pads	500.00
ix	Dry Wipe Boards & Accessories	2,000.00
x	Notice Boards	200.00
xi	Literature Displays	2,000.00
xii	1 Laser Printer & ink supply	1,000.00
xiii	1 Printer / scanner / facsimile & ink	1,000.00
	<b>Total</b>	<b>25,000.00</b>

**(5) Course Academic Staff/Tutors:**

i	Advertising costs 5 publications x 10 days	2,500.00
ii	Consultant's fee for 4 months service as Course Director @ \$7500/mo	30,000.00
iii	Salary for 1 Course Director @ \$3000/mo x 4 mos.	12,000.00
iv	Salary for 1 Registrar @ \$12000/annum	12,000.00
v	Salary for 8 Tutors @ \$1000 / mo each x 6 mos.	48,000.00
vi	Printing of course application forms & pamphlets	1,000.00
	<b>Total</b>	<b>105,500.00</b>

**(6) Computer Skills Training Programme:**

Essential Computer skills will be offered to Justice Sector officials and key support staff. The cost of tuition and supply of learning aids is \$120 per trainee.

Tuition & supplies for 400 trainees	48,000.00
<b>Total</b>	<b>48,000.00</b>

**(7) Support for Judiciary & Law Officers' Dept. - Specialized Training:**

i	International Consultant: design of programmes/manuals	35,000.00
ii	Local Consultancy: design of programmes/manuals	5,000.00
iii	Local Consultancy: design of programmes/manuals	5,000.00
iv	Printing of Training Manuals	20,000.00
v	Misc.	10,000.00

**Total** 75,000.00

**(8) Support for Local Courts - Specialized Training:**

i	Local Consultancy: design training programmes
ii	Training programme for 386 Local Courts personnel
iii	Teaching Aids & materials
iv	Transportation

**Total** 30,000.00

**(9) Support for Police Prosecutors - Specialized Training:**

i	Local Consultancy: design training programmes
ii	Training programme for 100 Personnel of the Legal & Justice Support Department of the SL Police

**Total** 15,000.00

**(10) Salary Incentives for newly recruited and existing State Law Officers:**

11 State Law Officers will be recruited and incentives will be provided to the existing State Law Officers to maintain parity in the department.

i	9 Principal State Counsel (\$750)	81,000.00
ii	5 Senior State Counsel (\$600)	36,000.00
iii	12 State Counsel (\$500)	72,000.00

**Total** 189,000.00

**(11) Salary Incentives for Legal Executives:**

Training will be completed by January 2008, after which the Legal Executives will immediately be deployed to the court administration system, the Judiciary, the Law Reform Commission and/or the Ministry of Justice. They will each receive salary incentives of \$500 per month from the fund.

i	25 Legal Executives	150,000.00
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**Total** 150,000.00

## BUDGET

Capacity Development to the Justice System to Prevent Delays in Trials  
and to Clear Backlog of Cases

CATEGORY	ITEM	UNIT COST	NUMBER OF UNITS	TOTAL COST
1. Personnel				621,810.00
•	including staff and consultants			
2. Contracts				875,700.00
•	including companies, professional services, grants			
3. Training				92,700.00
4. Transport				
5. Supplies and commodities				449,280.00
6. Equipment				1,291,159.80
7. Travel				
8. Miscellaneous				370,072.20
9. Agency Management Support**				259,050.54
<b>TOTAL</b>				<b>3,959,772.54</b>