

**Centre for Accountability and Rule of Law
(CARL)**

....Fostering Human Rights through Accountability



2009 – 2012

Strategic Plan

LIST OF ABBREVIATIONS

ACC	Anti Corruption Commission
AFRC	Armed Forces Revolutionary Council
APC	All Peoples Congress
CDF	Civil Defence Force
CARL	Centre for Accountability and Rule of Law
CEDAW	Committee on the Elimination Against Women
COJA	Coalition for justice and Accountability
CSO	Civil Society Organisations
ICTJ	International Centre for Transitional Justice
JSDP	Justice Sector Development Programme
NaCSA	National Commission for Social Action
RBA	Right Based Approach
RUF	Revolutionary United Front
SCSL	Special Court of Sierra Leone
SLCMP	Sierra Leone Court Monitoring Programme
TRC	Truth and Reconciliation Commission

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Forward

1.0. INTRODUCTION

The Centre for Accountability and the Rule of Law (CARL) is an independent monitoring organization comprised of human rights and civil society activists committed to promoting accountability and the rule of law in post-conflict Sierra Leone. CARL has its origins in the Special Court Monitoring Programme, established in May 2004 as a partnership project of the International Centre for Transitional Justice (ICTJ) and the Coalition for Justice and Accountability (COJA), to monitor trials at the Special Court for Sierra Leone. The organization was renamed the Sierra Leone Court Monitoring Programme (SLCMP) in August 2005, as it expanded its monitoring activities into the domestic courts. As a result of its increased interventions in areas such as outreach and legislative advocacy, the SLCMP has expanded its mandate beyond monitoring, and has consequently changed its name to CARL to reflect its broader mission.

CARL's primary focus remains the monitoring of pivotal rule of law and accountability institutions, namely national courts and the Anti Corruption Commission (ACC), as well as an extensive focus on the implementation of the recommendations of the Truth and Reconciliation Commission (TRC). CARL will also continue to monitor both the Special Court and other national institutions. The organization is also involved in legislative reform, advocating, for example, for laws promoting gender equality and review of the Constitution. Furthermore, CARL will dedicate itself to strengthening the capacity of civil society groups who serve as critical institutions in Sierra Leone's evolving democratic society.

1.1 Purpose of CARL's Strategic Plan

While weaknesses in the justice sector continue to undermine the effective administration of justice and strict observance of the rule of law, the global economic downturn has brought further hardship to Sierra Leone's citizens, who face an ever-increasing cost of living. Given the organization's desire to contribute substantially to the Government's reform initiatives, CARL has deemed it is continually necessary to strategically position the programme in a clearly focused and result-driven direction. A well-focused strategic plan will enable CARL to consolidate the expansions it has made in key strategic operational areas and to maintain its flexibility in accommodating emerging challenges and opportunities over the next three years.

1.2 Process

CARL's 2009 – 2012 plan represents a year-long effort to outline the organization's, mission, vision critical issues for its future, goals and the strategies necessary to achieve them. In July 2008, CARL began a series of interactive processes and consultations among programme functionaries and stakeholders, as well as funding bodies, local and international partners. That same month, an in-house committee was established to coordinate a review process allowing both international and local partners to provide useful feedback on the initial draft. A workshop, attended by Freetown-based and field staffers, as well as members of a newly constituted Board of Trustees, provided an opportunity for parties to further examine the draft plan.

2.0 HISTORY of CARL

2.1 *Origin of CARL*

CARL (formerly called SLCMP) was established in 2004 as an independent initiative by a group of Sierra Leonean civil society activists, with support from ICTJ and COJA, in response to the continued lack of access to justice, poor administration of the rule of law and lack of effective judicial accountability in post-conflict Sierra Leone.

At its inception, the aim of CARL was to promote judicial accountability in Sierra Leone by monitoring the Special Court for Sierra Leone. Monitors were assigned to the trials of the Revolutionary United Front (RUF), the Civil Defence Forces (CDF), and the Armed Forces Revolutionary Council (AFRC). To facilitate accountability, CARL monitored the proceedings on at least five levels as follows:

- a. The general conduct of proceedings, including access to the courtroom and documentation;
- b. Basic procedural propriety;
- c. Substantive legal issues and decisions;
- d. Issues such as strategy, process, and judicial economy; and
- e. Public outreach and information.

2.2 *Expansion of CARL*

In June 2005, SLCMP expanded its monitoring activities to include domestic institutions. Monitors were trained and assigned to observe criminal trials, including juvenile and gender cases. A monitor was also assigned to cover cases before the Anti Corruption Commission (ACC). In 2006, CARL established two regional offices, one in Bo to cover the Southern and Eastern Provinces, and the other in Makeni to cover the Northern Province. This expansion enabled the Centre to monitor cases before the local/customary courts as well as the Magistrate and High Courts in Bo and Bombali Districts and surrounding areas. Before June 2008, all monitors were based in the regional headquarter towns of Bo and Makeni and were required to pay monthly visits to the other districts. For instance, the monitors in Bo visited Pujehun and Kenema Districts, and those in Bombali visited Tonkolili and Koinadugu districts at regular intervals for court monitoring and outreach purposes. However, in June 2008, the Centre recruited four volunteers who are presently based in the Kenema, Pujehun, Tonkolili and Koinadugu districts and who regularly monitor court proceedings as well as assist in outreach efforts in those districts.

Currently, CARL monitors the country's domestic courts (including local, juvenile, magistrate and high courts); the UN-backed Special Court for Sierra Leone; the Anti Corruption Commission; and the implementation process of the Truth and Reconciliation Commission's (TRC) recommendations. This expansion, which ensures CARL's constant presence in these communities, has strengthened its operations in the provinces.

In addition to its monitoring activities, CARL has been working on legislative reform. First, it played a critical role in the enactment of three bills on gender, which would effectively implement the Convention on the Elimination of Discrimination Against Women (CEDAW). CARL assisted in drafting the bills, wrote accessible guides, conducted training programmes, and extensively lobbied individual Parliamentarians. Second, CARL has participated in efforts to amend Sierra Leone's Constitution by forwarding substantive recommendations to the Constitutional Review Commission (some of which have been adopted) and producing publications, radio broadcasts and a forthcoming leaflet which provide impartial and easy-to-understand explanations regarding the proposed changes. In August 2007, CARL submitted an additional set of recommendations in response to the preliminary report of the Constitutional Review Commission. CARL based these suggestions largely on TRC recommendations and Sierra Leone's obligations under international conventions. The people of Sierra Leone are expected to decide, by referendum, upon the final recommendations of the Constitutional Review Commission.

CARL is also committed to building the capacity of Sierra Leone's civil society actors. As the country continues to recover from years of conflict, a robust civil society is vital to the long-term development and consolidation of peace. In early 2006, the programme started campaigns against the death penalty and for the decriminalization of libel in Sierra Leone. Furthermore, in addition to its legislative lobbying for gender reform, CARL has integrated gender issues into its core monitoring, outreach and advocacy programmes including the publication of a monthly newsletter.

2.3 Major events

Date	Event
2008	<ul style="list-style-type: none"> • Recruitment of four volunteers to work in Kenema, Pujehun, Magburaka and Kabala, in addition to the four monitors and two outreach officers resident in Bo and Makeni. • Monitored local courts, Magistrate and High Courts in Bo and Makeni.
2007	<ul style="list-style-type: none"> • Extended monitoring activities to Pujehun, Kenema, Magburaka, and Kabala on an ad hoc basis. • The Monitors in Bo on regular intervals visited Kenema and Pujehun districts, and those monitors in Bombali visited Tonkolili and Koinadugu districts to monitor the courts there. • In addition to its monitoring activities in Freetown, CARL extended coverage to six of the twelve districts on an ad-hoc basis.
2006	<ul style="list-style-type: none"> • Established offices in Bo and Makeni.
2005	<ul style="list-style-type: none"> • Registered as an independent organization and extended monitoring to domestic courts in Freetown and the implementation of TRC recommendations.
2004	<ul style="list-style-type: none"> • Conceived the idea of establishing the SLCMP, now called CARL. • Established the Special Court Monitoring Project as joint project of ICTJ and COJA.

2.4 Achievements to date

Monitoring

- Expanding monitoring operations outside of the national headquarters in Freetown to six of the twelve districts of Sierra Leone (Bo, Pujehun and Kenema districts in the South and East, and Bombali, Tonkolili and Koinadugu districts in the North).
- Extending monitoring capacity beyond the formal legal system and international court to cover local, Magistrate and High Courts.
- Monitoring the trials of juveniles, thus providing other organisations with information on how to track individual defendants.

Advocacy and Outreach

- Actively monitoring and lobbying for national legislative reform. Achievements include:
 1. Playing a central role in lobbying for the swift enactment of three gender justice laws: the Domestic Violence Act, the Registration of Customary Marriage and Divorce Act and the Devolution of Estates Act of 2007. The Bills received Presidential assent just two days before the last Parliament was dissolved for the 2007 elections. CARL also produced a simplified version of the Acts soon after they were enacted and has made significant contributions in educating the general populace about its contents.
 2. Currently involved in contribution to amendments of the Constitution of Sierra Leone, both in terms of offering substantive recommendations and in explaining the proposed changes in an impartial manner to the public through publications and radio broadcasts.
- Working closely with other stakeholders to protect the welfare of juvenile offenders. Raising awareness about the presence of juveniles in the central prison and juvenile remand homes.
- Providing paralegal advice to individual juveniles on an ad-hoc basis and successfully petitioning for the release of one juvenile on the basis of procedural unfairness.
- Have extensively advocated and pushed for the rights of accused persons
- Currently working on a soon-to-be-published, simplified and child-friendly version of the Child Rights Act with pictures illustrating the various rights;
- Informing communities of the contents of the Child Rights Act.
- Raising public awareness on how the courts operate, how people can access them and the problems they may encounter.

Capacity building

- Building the capacity of a cadre of monitors and civil society activists who now have a better understanding of the intricacies of domestic, criminal law and procedures and can advocate more successfully for the public welfare.

3.0 SITUATIONAL ANALYSIS

CARL's operational mandate extends nationwide and is thus affected by national, and even international, trends in politics, the economy, the social milieu, and the legal regime. One major influence that continues to affect the people of Sierra Leone is the recent civil war, which was characterized by egregious abuses of human rights and further destruction of an already-weakened State. An even more recent influence is the current global economic downturn, which is taking its toll on the ordinary citizens, particularly because the country's annual budget is largely donor-driven. However, the post-conflict era has witnessed the establishment of many political, economic, social and legal processes which have helped to strengthen peace and democracy. CARL, for its part, has made strides in this regard through its efforts to enhance accountability, the administration of justice and the rule of law. Despite these hopeful trends, however, serious challenges to peace and democracy persist.

CARL's experiences during the past few years have exposed it to the myriad of problems plaguing the judiciary and other institutions of accountability in Sierra Leone. In addition to challenges relating to the lack of basic infrastructure and resource materials for members of the Bench, the administration of justice - a cornerstone for strengthening democracy and ensuring lasting peace in Sierra Leone - remains seriously compromised by the prevalence of corruption and ineffectiveness.

3.1 The Judicial System

Undue delays continue to be a hallmark of the judicial process. These delays, often for avoidable reasons, range from failure of witnesses and judges to attend punctually or at all, and the failure of the prison service to transport defendants to court, to the unwillingness to trace court files and a general sense of ill-preparedness on all sides. Witnesses also consistently fail to appear in court because the Court system lacks a Witness Services unit. Further exacerbating the already-dire situation for defendants is the fact that lawyers often renege on contractual agreements with their clients. Problems with attorneys range from inadequate preparation for cases, the imposition of additional or unanticipated fees throughout the case, or even the failure to represent their clients at all or provide alternative counsel for them.

Disciplinary procedures for lawyers are wholly inadequate, as they lack impartiality and are inaccessible to disaffected clients. The absence of a Public Defender's office, a substantial legal aid scheme or a witness protection system further compounds the problem. The vast majority of defendants are unable to pay for the services of a lawyer and as a result, indigent accused persons charged with serious criminal offences often go unrepresented. The state only provides a lawyer in cases where the death penalty may be applied, and recently, the state has reneged even on this obligation. Most defendants are illiterate and have very little understanding of the law or criminal procedure and thus cannot conduct their own cases effectively. As such, they are often

vulnerable to the unchecked whims of an ailing judicial system. Consequently, popular confidence in the judicial system continues to be at a new depth.

3.2 *The Customary Courts*

The situation is even worse in the customary courts system, which seems to be the only option for the majority of Sierra Leoneans in the provinces. Some of the challenges associated with the customary court system include discrimination against women both in law and practice by the customary legal system; discrimination against young men under customary law; and the continued existence of the technically illegal courts operated by Paramount Chiefs in all the chiefdoms in Sierra Leone. Furthermore, given that customary laws are not codified and are applied differently according to region and ethnic group, the authorities often abuse their application. As the majority of Sierra Leoneans cannot read and write, most people are not aware of the existence of basic laws, including laws guaranteeing fundamental fair trial rights. Consequently, customary court officials, most of who are themselves illiterate and without legal education, arbitrarily apply these laws.

As one observer noted, “customary law is often what the judge happens to remember.”¹ Furthermore, customary law and its application often not only conflict directly with the general law in Sierra Leone, but also grossly abrogate regional and international legal standards for human rights protection. CARL’s experiences since its founding have exposed staff to the depth and prevalence of abuses that occur, as well as the lack of accountability that often accompanies them, and have fortified their determination to confront and address these problems.

3.3 *Women’s Rights*

Even though the Sierra Leone Parliament enacted laws protecting the rights of women in 2007, and despite CARL’s significant effort in educating the general populace, the contents of these laws remain largely unknown and consequently not applied in courts around the country. The current law and practice that is applied is strongly discriminatory against women. Violence against women, including rape and sexual abuse, are common. Young girls, often between the ages of fourteen and sixteen, are still being forced against their will to marry older men. When such cases are brought to court, the delays are such that the cases never make it to court, and even when they do, the victim is often re-traumatized by insensitive court procedures. As such, the court process does not typically act as a deterrent against perpetrators of such crimes.

3.4. *Findings of the Truth and Reconciliation Commission*

The Sierra Leone TRC issued its final report in October 2004 after nearly two years of work. The extremely comprehensive report identified “bad governance, endemic corruption and the denial of basic human rights”² as the underlying conditions that fuelled the conflict. It offers a vision for the future of Sierra Leone in what could be considered a blueprint for peace building. Unfortunately, the previous government failed to reference the TRC report – a reflection, perhaps, of the fact that the report had sharply criticized the Government of President Kabbah.

¹Peter Albrecht and Mark Malan, *Post-Conflict Peacebuilding and National Ownership: Meeting the Challenges of Sierra Leone*, KAIPTC and ZIF, February 2006 pp. 16

² Citation needed

The reparatory programme for victims, recommended by the report, has just been launched. However, the initial registration process is inundated with a plethora of problems that may gravely affect the successful implementation of the scheme.

As discussed by TRC, corruption was one of the underlying causes of Sierra Leone's conflict and also helped to perpetuate it. After the war, the government established an Anti Corruption Commission (ACC). However, the operation of the ACC has been fraught with frequent government interference, thus rendering it almost impotent. As recommended by TRC, the government recently initiated a reform creating a separate prosecutorial body for corruption cases on behalf of the state. Nonetheless, the challenges of combating corruption still remain a daunting task, one that must be addressed by CARL as it seeks to improve institutional accountability and access to justice for Sierra Leoneans.

3.5 CARL's Role in Contemporary Sierra Leone

As discussed above, the scale of the problems faced by institutions of accountability in Sierra Leone is vast. It is in this context that CARL will be operating. CARL has been addressing some of the challenges on a piecemeal basis, highlighting issues and exerting pressure where necessary, especially in cases that present a real prospect for change. Some changes have been made as a result of those efforts, but many challenges remain and will continue to surface as policies and priorities shift. CARL is uniquely placed to give insight into the challenges facing these institutions since there are no other organizations consistently keeping track of the formal and informal court processes. These institutions belong to the people and as such, should be accountable to them. Without public awareness of the shortcomings of these institutions, the violations that take place can be easily ignored, resulting in silent sanctioning of these abuses. Lack of public knowledge of the judicial system also denies the people the tools to assess its strengths and weaknesses, thus forcing them to make assumptions based on little insight.

As a result, CARL has positioned itself to provide incisive analysis of issues as they arise, providing feedback on changes that have been made, and assessing the real impact of those changes on society. Its pivotal position and experience over even a year enables it to assist with reforms as the country continues to evolve in a post-conflict context. There is a genuine need to intensify the campaigns to improve the people's confidence in the judicial system, build stakeholders' capacity, reach out and inform the communities and civil society organisations; promote access to justice and as a result, improve the administration of the rule of law. With respect to civil society, CARL has made substantial contribution to building and strengthening its capacity and will continue to work hard at this endeavour in the future.

4.0 MISSION, VISION, CORE VALUES

4.1 *Mission Statement*

CARL is an independent organisation working towards a just society for all persons in Sierra Leone, through monitoring, advocacy for institutional transparency, capacity building and empowerment of citizens.

4.2 *Vision Statement*

A just Sierra Leone free from corruption and devoted to the protection of human rights, the rule of law and gender equity

4.3 *Core Values/Beliefs*

1. ***Honesty and Ethics:*** CARL is morally trustworthy and utilises finances and other resources judiciously and effectively. We maintain an open, accountable, responsive and responsible organisation.
2. ***Professionalism and Comportment:*** CARL maintains the highest standards of integrity and excellence in our approach to our work. We emphasise discipline, competence, dependability, integrity, expertise, team spirit and tactfulness.
3. ***Transparency and Accountability:*** In our work, we keep our doors open to all persons and our functionaries strive to serve as role models for other organisations and the community-at-large.
4. ***Commitment, Dedication and Pursuit of Excellence:*** We are firmly committed to achieving CARL's mission and vision. We value and support innovations and initiatives. We work smart and use resources effectively and efficiently.
5. ***Responsiveness:*** We are pro-active and respond readily and with humility to all concerns.
6. ***Teamwork:*** We work together as professionals to ensure that institutions are monitored and deliver outstanding services to the community.
7. ***Respect for Human Rights, Diversity and Equality:*** We value different perspectives and promote fairness, objectivity and impartiality regardless of nationality, tribe, sex, religion and political persuasion. We are open-minded and we provide the best services we can to every person. We are courteous towards one another and all of those with whom we interact.

4.4 How are our values reflected in our work?

CARL works to protect and promote the rights of every individual in Sierra Leone. As we work to reach these goals, we always keep in mind our core values and the need to implement them at all times. Some examples of how we apply these values in the realization of our goals are as follows:

Transparency and Accountability:

Monitoring aims to ensure that institutions of accountability become transparent and accountable to the people, which enhances the integrity of these institutions and bolsters the people's confidence in them. This in turn is likely to help consolidate peace in Sierra Leone. CARL firmly believes in the importance of providing feedback regarding the activities of the institutions of accountability in order to enhance their capabilities and maximize the impact of their work on the people of Sierra Leone, especially those in the local communities.

Respect for Human Rights

CARL's values are clearly evident in its work of protecting and promoting human rights and a flourishing civil society in Sierra Leone. Because of the severe lack of public confidence in Sierra Leonean institutions, the human rights violations that take place can be easily taken for granted and thereby unintentionally sanctioned. CARL firmly believes that greater public awareness will not only promote public discourse but will also engender reform in the various institutions of accountability to enhance the protection and promotion of human rights.

Equality

CARL is dedicated to ensuring the equal treatment of all Sierra Leoneans, not just in its own offices, but also across the country. That is why we have worked hard to reform Sierra Leone's gender laws, fighting tirelessly to implement the Committee on the Elimination of Discrimination Against Women (CEDAW). It is also why we fight for a fair judicial system, one that provides equal justice for all, regardless of gender, age, ethnicity, or ability to pay.

Pursuit of Excellence

CARL is future-oriented and ambitious, always looking at ways to grow and achieve new goals. We are always on the lookout for innovative ideas and creative strategies to improve the justice sector. Our past achievements have clearly embodied these values: over the past several years we have managed to expand our monitoring activities into the provinces and successfully lobby for gender reform, among other achievements. As always, we continue to set our sights high. We are currently campaigning against the death penalty and the criminalization of libel. We also continue to work hard to expand our monitoring activities and build up the capacity of civil society to advocate for an improved justice sector.

5.0 CRITICAL AREAS OF NEED

In the years ahead, a number of issues are expected to pose negative implications for CARL's work. In view of the current situation, improving the performance of CARL and meeting the expectations of the public, three key strategic areas considered critical have been identified as challenges for our work in the next three years. Below is a list of these three areas, along with a description of the most critical problems in each category.

5.1 *Monitoring*

- Procedural impropriety
- Proximity of courts
- Undue influence on judges (lack of security of tenure, corruption)
- Inadequate legal representation
- Inadequate legal representation for indictees
- Outdated laws
- Late commencement and early closure of court proceedings
- Long period of pre-trial detention
- Delay in trials of accused persons
- Inadequate knowledge of due process of the law
- Failures in outreach
- Near-complete lack of monitoring or supervision
- Inadequate access to Justice
- Lack of full respect for the rights of the accused
- Frequent absence of interpreters and prosecution witnesses

5.2 *Outreach and Advocacy*

- Inadequate government commitment to outreach
- Inadequate access to legal representation
- Inadequate financial resources to pay for legal representation
- Corruption
- Political Intolerance as viewed from a human rights perspective
- Low levels of education
- Children's rights issues
- Legislative reforms
- Access to Justice
- Proximity to courts
- Abuse of the right of the accused
- Women's rights issues.

5.3 *Capacity building*

- Court officials lack basic knowledge of fair trials and human rights standards
- Inadequate remunerations/uncompetitive salaries
- Lack of capacity building for civil society and the media
- Lack of civil society capacity building/mentoring and capacity building for youths
- Inadequate skilled personnel especially customary law officials (Limited personnel and lack of skilled personnel)
- Constraints of tradition and custom/culture
- Restructuring in view of our new focus

6.0. CARL's STRATEGIC GOALS AND OUTCOMES

In order to promote a corrupt free Sierra Leone, strengthen the rule of law, protect human rights, improve accountability and enhance CARL's capacity to promote effective service delivery, three strategic goals have been developed to match the challenges in order of preference as shown below:

CARL's Strategic issues and Goals:

1. Strategic Issue: MONITORING

Goal: The efficiency of institutions of accountability enhanced .and the rule of law promoted

2. Strategic Issue: Outreach and Advocacy

Goal: Increase public awareness and ensure reforms in institutions of accountability

3. Strategic Issue: Capacity Building

Goal: the capacity of stakeholders increase and efficiency ensured.

Key Interventions and Performance Targets:

The tables below presents summaries of the desired outcomes and their related or key activities that the organisation shall undertake to achieve these targets .

Goal 1: The efficiency of institutions of accountability enhanced .and the rule of law promoted

Desired Outcomes	Key interventions	Performance Target
Proper procedures are used in court	<ul style="list-style-type: none"> • Monitors providing oversight of procedures in courts to ensure best practices • Advocacy on human rights violations, informing relevant stakeholders and making 	All parties are notified of the hearings; all parties attend the hearings; all parties understand what is said on the hearings; all parties are capable of presenting their version of the facts and express their ideas in the hearings; all parties are capable of present some form of evidence to sustain their position.

	recommendations for improvement	
Best practices are observed	Monitoring of the courts; identifying weaknesses and good and bad practices, including human rights violations.	At least 20 percent of best practices identified are replicated by a court different than the one where they were observed.
Corrupt practices are dealt with adequately by the ACC.	Close monitoring of and follow up on ACC activities	Cases brought before the ACC have no political allegiance and at least 30 percent are adequately addressed.
Improved service delivery of the reparations to the rightful victims of the war	<ul style="list-style-type: none"> • Close monitoring of the registration and implementation of the reparations programme • Engage NaCSA, civil society groups and other stakeholders and make recommendations for improvement 	Service delivery to the rightful victims improved by 30 percent
Government to fully implement the TRC recommendations	Close monitoring of the implementation of the recommendations and keeping track of progress.	Government continue to implement the TRC recommendation.
The rights of the accused are respected	Publication of monthly news letters and unravelling the human rights violations of litigants and providing suggestions for improvement	At least 30 percent of accused understand the charges against him or her; accused is able to provide his or her version; accused is able to present at least one form of evidence in his or her behalf.
Courts are accessible	Issuing of press releases to ensure accessibility of courts	50 percent of court users are aware of when their cases come up
Trials are speedily concluded/no longer delayed	Monitoring of case histories, observing and making recommendations for speedy conclusion of trials.	Delay in court trials reduced by at least 30 percent.
There is access to effective judicial remedies.	Awareness campaign and advocacy	30 percent of indigent court users have access to legal representation/aide

Laws are updated to satisfy Sierra Leone's international obligations	Research into the law and advocacy	Identifying all those laws that are against human rights convention ratified by Sierra Leone and define a number of reforms of them. Also identify key convention that Sierra Leone should ratify.
Participants in the judicial system have greater knowledge of the laws.	Outreach and capacity building	Court users' knowledge of the laws increased by at least 20 percent
An effective justice delivery throughout Sierra Leone.	Monitoring and advocacy	10 percent of courts are monitored and are delivering effective justice
The public has greater knowledge about the judicial system.	Outreach	Public knowledge about the judicial system increased by 20 percent

Goal 2: public awareness increase and reforms in institutions of accountability ensured

Desired Outcomes	Key interventions	Performance Target
Greater access to legal representation.	Community sensitisation and meetings organised to educate the public on how to access legal representation	Access to legal representation by court users increased by at least 30 percent
Awareness of victims and the general public of the operations of reparations increased	Review to read: Organise sensitisation meetings, radio programmes, publish newsletters on the reparation programme	80% of victims registered by NaCSA are receiving the reparations they are entitled
The public has greater knowledge of the recommendations of the TRC	<ul style="list-style-type: none"> Facilitate the establishment of an active network of organizations in the major cities and in remote areas, for outreach. Facilitate sensitisation meetings, radio programmes and newsletter publication on TRC recommendations 	At least 40 percent of Sierra Leoneans know about the recommendations of the TRC

There is a culture of respect for human rights and greater tolerance	Outreach materials provided for communities	Culture of human rights improved and political tolerance increased by at least 30 percent.
Court officials have greater knowledge of legal procedures	Training of court officials on court proceedings	At least 80 percent of court officials have had their knowledge increased in legal procedures
Communities are enlightened about children's rights	Training communities on child rights issues	70 percent of targeted community, is enlightened on children's rights

Goal 3: the capacity of stakeholders increase and efficiency ensured.

Outcomes	Key interventions	Performance Target
Courts are adequately staffed	Identify capacity in terms of staff requirement and facilitate recruitments of necessary staff/personnel	At least 50 percent of the courts are adequately staffed
Court functionaries are well trained and experienced	<ul style="list-style-type: none"> • Identify capacity gaps in terms of knowledge, skills and practice to meet standard court procedures and human Rights standards • Establish relationships with institutions to support capacity building gaps 	<ul style="list-style-type: none"> • At least 40 percent of court staff are qualified
The capacity of civil society and the media is enhanced	Training of civil society organisations and the media on court procedures and human rights issues	<ul style="list-style-type: none"> • At least 100 civil society and media representatives are adequately trained in court procedures and human rights issues • 50 percent resource gap provided by donors • 20 percent resource gap provided by Government • 30 percent resource gap provided by CARL and other private

		institutions
Court officials are knowledgeable about fair trials and human rights standards	In collaboration with the justice sector, organise training for court officials in the relevant subjects to enhance fair trials and observance of Human Rights standards	Violations of human rights in courts are reduced by at least 50 percent
Court functionaries have attractive remunerations	Lobbying with appropriate officials to improve remuneration for court functionaries	Court officials remunerations are increased by at least 30 percent
CARL is restructured in view of its new focus (see annex I for more on this section)	Conduct an OD process, review organisational structure and define roles and responsibilities	Staff has 80 percent autonomy and are conducting their responsibilities free of directives from above.

Annex I: OTHER KEY STRATEGIES

CARL will attain its core programme Goals, identified in Section 6, only if it first develops well-organized and systematic plans to improve its programming and management infrastructure. Below are the key strategies CARL has developed in both areas.

Programme Areas	Issues	Strategies
<p>Focus, Deepening, and Expansion of Programmes</p>	<p>C.A.R.L has made significant strides in expanding its monitoring activities across Sierra Leone, including adding monitors to juvenile and local courts. However, the organization faces the difficult challenge of continuing its expansions in these areas while maintaining efficiency and a clear focus on its most important objectives, which include, not just monitoring activities, but also outreach to the public and civil society to increase their capacity to monitor these institutions on their own.</p>	<p>A number of core objectives have been identified for the next three years. C.A.R.L will devote the bulk of its efforts to achieving these key goals, thereby allowing the organization to have maximum impact.</p> <p>There will be an emphasis on utilising C.A.R.L's comparative advantage in monitoring activities to make greater inroads into outreach, advocacy, and capacity building, particularly in its regional offices (e.g. using C.A.R.L's expertise in information dissemination via the newsletter and radio programming to build outreach programmes in the district offices.)</p>
<p>Strengthen Regional Offices</p>	<p>The staff in the district field offices are not fully utilised and the level of linkages between thematic issues is very low. The regional office can play a central role in achieving project objectives. Also, coordination among different staff and among different offices is lacking.</p>	<p>There needs to be a comprehensive review of each staff member's role within the organization, as well as an analysis of possible avenues for improvement.</p> <p>Training sessions and inter-office workshops need to be implemented to improve staff performance and cohesion.</p>
<p>Integrate Themes into Key Programmes</p>	<p>Though C.A.R.L has historically focused on the monitoring of institutions of accountability, it has also worked extensively to promote gender equality and respect for human rights in Sierra Leone. Thus, the organization has a special interest in reaching out to women, as well as civil society groups focusing on gender and human rights issues. Thus, C.A.R.L must develop a strategy to integrate successfully its</p>	<p>C.A.R.L will integrate gender issues into its core programmes focusing on institutions of accountability. In addition to that, C.A.R.L will also work on thematics such as children's issues, anti corruption issues, transitional justice including reparations, and TRC follow-up issues.</p>

	emphasis on gender and human rights issues into its core programme focus on institutions of accountability.	
Divestment of Programmes and Activities	With regards to the Special Court, C.A.R.L finds itself in a period of transition. As the Court winds down, C.A.R.L must transfer its focus on trial monitoring to an emphasis on residual issues.	Preparations should be made to reduce the number of staff working on the Special Court. Alternative productive uses of staff in other courts and issue areas should be considered. Remaining monitor/s should be trained to work on residual issues, including training in how to access the needed resources and how to maintain proper contact with the residual offices of the Court.

6.2 Key Strategies: Management

Management strategies can be grouped into four main thematic categories:

1. Organisational Capacity Building

Strategic Objective: *To build the capacity of Board Members and staff, particularly those in the provinces and in the newly created positions, to effectively carry out C.A.R.L's key programming objectives.*

2. Organisational Restructuring

Strategic Objective: *To streamline the organization's staff into a cohesive, collaborative unit that can continue to expand its monitoring and outreach activities into the provinces and the informal justice sector, as well as capably continue C.A.R.L's original activities in Freetown.*

3. Resource Mobilisation and Fundraising

Strategic Objective: *To broaden C.A.R.L's donor base, thus increasing C.A.R.L's financial and non-financial resources and its ability to carry out its core programmes.*

4. Infrastructure Improvement

Strategic Objective: *To improve the quality of C.A.R.L's facilities, including its IT infrastructure, so that it can creatively utilise new technologies to advance its activities.*

Below is an outline of the major goals for each category.

Management Areas	Issues	Strategies
Organisational Capacity Building	<p>Human Resources Capacity: C.A.R.L has a dedicated, highly knowledgeable staff but they are each currently tasked with an increasing number of activities as C.A.R.L expands, thus hindering proper specialization and collaboration.</p> <p>There are also obstacles to retaining qualified staff.</p>	<p>Several new staff will be added, with a focus on improving both project and financial management (the list of those to be hired includes a Head of Programmes, a Finance and Administrative Manager, a Program Officer, and an Information, Training and Education Manager).</p> <p>C.A.R.L's HR policies and procedures will be improved, including an assessment of current benefits, staff performance, incentives, evaluations, and professional development needs.</p>
	<p>Internal Management of Financial Resources: There is a lack of centralization and proper coordination of C.A.R.L's finances.</p>	<p>A Finance and Administrative Officer will be hired, who will coordinate the organization's finances, furniture and equipments and human resources management.</p> <p>A comprehensive review of the organization's financial policies will be made.</p>
	<p>Public Relations: C.A.R.L, as it changes its name and expands its programming areas, now must raise awareness of its new profile, particularly of the activities and outputs of its advocacy and capacity-building programmes.</p> <p>The website is currently underutilised, as well as the use of computers for other public relations purposes (graphic design, etc).</p>	<p>The Centre may hire an information, Education and Training Officer (IET Officer) who will serve as the primary voice of the Centre in radio programming and act as a primary organizer of the C.A.R.L's outreach activities, education and training programmes.</p> <p>Student volunteers may be utilised to strengthen the efficacy of the website and to help the organization use computers in creative ways to raise its visibility.</p>
Organisational Restructuring	<p>Decentralization: C.A.R.L currently has a centralised management structure but because of its increasing work outside of Freetown, along with its programming expansions, it requires a greater focus on the management of regional offices and greater</p>	<p>The organisational structure has been reviewed and restructured. Hiring will be done to increase the number of staff in the regional offices and in Freetown.</p> <p>To improve productivity and thus achieve core objectives, staff will be</p>

	collaboration between field offices and the Freetown headquarters.	<p>shifted from programming into management areas in the regional offices.</p> <p>Field officers' information, comments, and suggestions will be collected and reviewed by staff, who should then arrange meetings to discuss these findings, and provide feedback if needed.</p>
	Board of Directors: The advisory board is transitioning into a Board of Directors, with increased powers and responsibilities. There is at present a lack of clarity regarding their specific roles and obligations.	A clear outline of the Board of Directors' roles, responsibilities, and privileges will be drafted. Input will be sought from qualified organizations and individuals in the various sectors of the Sierra Leonean and international communities. The current advisory board will be consulted and all due care will be taken to select a qualified, reliable, and ethical Board.
Resource Mobilisation and Fundraising	Donor Base: While C.A.R.L has reliable and committed donor partners, its donor base is narrow.	A strategy will be crafted to improve the organization's fundraising capacity, with an emphasis on promoting accountability, transparency, and timely reporting to donors. Brainstorming of staff and interested parties will be done to generate a list of potential donors that is broad-based, responsible, and reliable. Current donors will also be consulted to discuss current relationships and potential areas of change or expansion of existing partnerships.
Infrastructure	IT facilities: The organization has inadequate IT facilities to meet its needs.	The organization will work with donors to develop a plan that will increase its IT capacity.
	Quality of Life Measures: It also has limited social and recreational services and inadequate basic facilities/services to maximise staff morale and comfort.	A plan will be developed to phase in quality of life improvements in the office. Staff input will be gathered as to areas of need, and improvements will be made, with an eye to feasibility and potential benefit to the organization and its staff.