

**ROL ANNUAL PROJECT REPORT**

**2018**

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***Waterloo – Remand Correctional Facility rehabilitation works 2018 – assisting the Correctional Service in classifying inmates and decongesting the Freetown Male Facility***

**Award ID 00090095**

**Annual Progress Report**

**2017**

Acronyms

UNDP – United Nations Development Programme

CMS – Case Management System

CSO – Civil Society Organization

GoSL – Government of Sierra Leone

HC – High Court

HRBA – Human Rights-Based Approach

HRC – Human Right Commission

IP – Implementing Partner

IPCB – Independent Police Complaints Board

INL – Bureau of International Narcotics and Law Enforcement Affairs

JLTI – Judicial and Legal Training Institute

JSCO – Justice Sector Coordination Office

Justice App – Justice Application

LAB – Legal Aid Board

LOD – Law Officers’ Department

MC – Magistrates Court

MIA – Ministry of Internal Affairs

MOJ – Ministry of Justice

M&E – Monitoring and Evaluation

ONS – Office of National Security

SGBV – Sexual and Gender-Based Violence

SL – Sierra Leone

SLCS – Sierra Leone Correctional Service

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# Project Status Information

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| **Project title / Award ID** | Rule of Law Programme - 00090095 |
| **Project ID** | 00102631 – From Prisons to Corrections00104225 – Strengthening RoL, Security and HRs in Sierra Leone00108282 – Support to Human Rights Commission Sierra Leone |
| **Project start Date / end Date** | 00102631 – 1 October 2016 – 31 December 2018 00104225 – 1 January 2017 – 31 December 201900108282 – 1 January 2017 – 31 December 2019 |
| **Implementing Modality** | DIMNIM – Human Rights Commission |
| **Implementing Partner(s)** | MIA, MOJ, Judiciary, SLCS, SLP, IPCB, JSCO, LAB, HRC, CSOs |
| **Cluster name** | Governance Cluster |
| **Donors** | UNDP TRAC and Bureau of International Narcotics and Law Enforcement Affairs (INL) US State Department  |

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| **Project Objective** | Enhancing the ability of rule of law and security institutions to deliver services in a transparent and accountable manner to the most vulnerable and marginalized groups in Sierra Leone and fostering respect for human rights and strengthening oversight and accountability  |
| **UNDP RPD outcome / UNDP Strategic Plan RRF outcome** | 2014-2017 Countries have strengthened institutions to progressively deliver universal access to basic services2018 – 2021 (2) Strengthen effective, inclusive and accountable governance and (6) strengthen gender equality and the empowerment of women and girls  |

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| **Project** | **Annual Budget** | **Expenses as of 31 December 2018** | **expenses**  |
| **(US$)** | **(US$)** | **(% of annual budget)** |
| ROL  |  966,849.00  |  788,331.83  | 82% |
| INL SLCS |  890,621.00  |  827,996.15  | 93% |
| HRCSL |  90,416.00  |  90,484.12  | 100% |

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| **Project Budget****(US$)** | **Total Project expenses****(US$)** | **Project Balance****(US$)** | **Total expenses****(% of total budget)** |
| 1,947,886.00 | 1,706,812.10 |              241,073.90 | 88% |

# Executive Summary

The rule of law projects interventions seeks to strengthen rule of law, access to justice and security delivery in Sierra Leone in compliance with international human rights standards. It builds on the lessons learnt from UNDP’s Access to Justice and Security Sector Reform projects and years of UN and development partners’ support to justice and security delivery. The project establishes shared priorities with an aim of contributing to the maintenance of peace and stability and to strengthen the rule of law, access to justice, accountability and transparency while ensuring equal access to justice for all. The project strives to address gaps in the justice sector chain, builds on achievements under the two thematic projects “Promoting Transparency in Sierra Leone’s Judiciary” concluded in 2017 and “From Prisons to Corrections: Promoting Institutional Reforms of the Sierra Leone Correctional Service”. These thematic projects which form part of rule of law engagements in Sierra Leone are focused on enhancing the legislative and institutional framework of reforms.

Three key outputs underpin the development and implementation of the rule of law programming in the country, namely:

1. Justice and security sector coordination and data management enhanced for inclusive, accountable and evidence-based policy and law making;
2. Improved access to justice for rights holders especially for women and vulnerable groups;
3. Strengthened justice and security sector institutions to deliver effective justice and security services closer to the people and in compliance with human rights standards.

During the second year of the project, the emphasis has been on strengthening institutional capacity and continuous development of institutions’ M&E capacities and their ability to generate data from their work, analyze and use it for informed programming. These interventions have IPs to receive refresher trainings on M&E with the key emphasis on building the culture on monitoring and reporting to track results and challenges therefrom. In relation to capacity development on M&E, UNDP has strived within 2018 to holistically strengthen the functioning of key justice sector institutions through enhancing their case management systems (CMS). For the Ministry of Justice (MOJ), the support was geared toward completing the development of the electronic content management system which, when completed will provide senior management of the MOJ to assign tasks to its large personnel, monitor progress on tasks assigned as well as provide oversight, mentoring and coaching to the entire ministry. The usefulness of this tool cannot be overemphasized as it would position itself as a key component of ensuring efficiency of the ministry vis a vis the workload of this institution within the justice chain. The Justice App developed and completed in 2017 is now being progressively rolled out to the provinces and is now functional in 6 Freetown High Court (HC) and Magistrate Court (MC), Makeni HC and MC, Bo MC, Lunsar MC, Bonthe MC and Kabala MC.. While challenges remain in ensuring that this tool plays the central role in delivering justice, the need has been felt to expand the Justice App within the justice chain targeting the Director of Public Prosecutor’s (DPP) Office as well as the Sierra Leone Correctional Service (SLCS) which manages a significant population of inmates across its 19 correctional facilities.

The project has made tremendous progress in supporting key institutions in review of existing legislation and develop regulations and improvement of procedural instruments. The project has concluded the revision of the SLCS Correctional Act of 2014 together with the Prison Rules of 1961. The revised Criminal Procedure Act has unfortunately not been passed but is receiving attention from the new government and UNDP will continue to support its journey towards enactment in 2019. The Bail Regulations finalized in 2017 are now progressively being rolled out with additional capacity development for justice sector partners undertaken. To ensure that the dispensation of legal aid services is synchronized and harmonized, UNDP with support to the Justice Sector Coordination Office (JSCO) in collaboration with the Judiciary, the Legal Aid Board (LAB) and other sector partners embarked on the development of a curriculum to be introduced at the higher level in institutions of learning. These efforts would ensure a uniform approach to the development of the capacities of paralegals in the sector and their certification.

Specifically, under the “From Prisons to Corrections” project, UNDP’s efforts have been geared toward improving the conditions of detention of inmates and strengthening staff capacities to deliver on a professional and ethical manner. Throughout the year, the project has developed the capacities of 30 social workers and councilors to provide counselling services to inmates in need of support. To strengthen the viability of the SLCS, the project has enhanced their entrepreneurship skills with the development of marketing and communications strategies and 73 SLCS Officers have been trained to effectively manage the Industries Programme and also continue training of inmates that are now being utilized to progressively position the institution in a vantage position for self-sufficiency in relation to the provision of furniture and other needed services for the SLCS.

The completed Accommodation Master Plan has been presented to the new Ministry of Internal Affairs in 2018. The Master Plan contains vital information on the actual capacity with concrete suggestions on optimizing the capacity of these facilities nationwide. The Accommodation Master Plan was the key document utilized by the SLCS to guide the rehabilitation done across the 8 selected facilities. To improve on the conditions of detention of inmates, the SLCS together with UNDP embarked on the refurbishment of selected detention facilities in dire need of support. Eight (8) facilities were selected with support provided to improve on the water and sanitation. Within this support, 9 water towers and washrooms, septic tanks and soak-away were erected. The support contributed to the improved supply of water in the selected facilities. These improvements have benefited over 1,500 inmates across the 8 facilities and contributed to reduce the recurrent outbreaks of communicable diseases in these mostly overcrowded centres. The refurbished facilities will contribute to the decongestion of overcrowded facilities with at least 450 inmates to be relocated to newly refurbished centres. There is more to be done in relation to sanitation in the SLCS facilities and UNDP’s support will continue in this regard in the coming years.

To ensure that the SLCS complies with standard procedures in the treatment of inmates that responds to addressing their behavioural and criminogenic needs, the SLCS with support from UNDP has developed tools for the assessment and classification of detainees. The inception trainings were conducted for 10 selected staff. With progressive roll-out of this component earmarked for 2019, the successful completion will ensure that inmates are placed within facilities that will help them to recover from their criminogenic approach to life as well as contribute to their successful reintegration to society after serving their custodial sentence.

The establishment of the Prison Courts by the Judiciary to review pre-trial and remand population cases and decongest the Correctional facilities has so far contributed to the review of 1,100 cases across the country. The exercise has resulted in the preferment of over 425 indictments by the Law Officers Department (LOD) and releases of 100 inmates detained without evidence. In addition to this the Prison Watch has contributed to the release and reintegration of 166 inmates to reintegrate back to society.

To ensure released inmates contribute to the development of their communities, the SLCS with support from UNDP has initiated and piloted an Earning Scheme building on correctional industries trainings undertaken in Colorado, USA and South-South visit by the SLCS management and staff to the Kenya Prison facility. So far, 246 sentenced inmates (21 female and 225 male) and 73 SLCS Officers have been trained to effectively manage the Industries Programme and provide training and mentoring of inmates.

After the development of the Human Rights Action Plan in 2017 for all 19 facilities and pilot human right audits implemented of key institutions, the SLCS has now strengthened the capacity of its M&E unit to expand the audit of other facilities. The audits were conducted based on the UN Standard Minimum Rules for the Treatment of Prisoners (Mandela Rules) and the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (‘the Bangkok Rules) that set out the minimum standards for the treatment of inmates in detention. Six (6) facilities were audited in 2018 by the M&E team. Progress across correctional facilities included but were not limited to improvement in files/records management, separation of categories (in facilities where possible), access to clean water and sanitation, improvement in diet, ‘contact with the outside world’ (access to newspaper, radio and tv, phone calls and visitation rights for children implemented). In furtherance, the SLCS has made impressive progress in some facilities (Mafanta and Moyamba) to build on the industries master plan with a specific focus on agriculture which shows real potential in the SLCS in becoming self-reliant if the institution would continue to receive the requisite political and financial support to grow the industries programme. However, there is need for the SLCS senior management to further strengthen implementation and focus on interventions that do not require any financial support from the SLCS to implement.

To strengthen people and communities’ access to justice, the Human Rights Commission (HRC) has continued through its innovative approach to receive complaints across 2 districts utilizing mobile clinics. This approach has resulted in the receipt of 24 complaints (from 14 males and 10 females) received. To deepen the culture of human right practice and awareness, the Commission embarked on setting up human right peace clubs (HRPCs) across learning institutions. A total of 17 Human Rights and Peace Clubs (HRPCs) were set up and launched in 17 secondary schools in 3 districts with eleven (11) clubs in the Western Area and six (6) in Makeni and Bombali Districts in the North. Guidelines were developed to support the operation of the HRPCs. These clubs are now able to identify issues around human rights and channel them to authorities for redress making use of the 75 pupils and teachers capacitated with basic human rights principles and practice.

While it has remained a challenge for action to be taken by the Commission on cases received with limited follow up after investigations, the approach to mobile complaints filing has contributed to increasing people and communities’ hope for action in relation to violations suffered.

The IPCB has enhanced the capacity of its staff from the HQ and regional offices on evidence preservation and basic handling of matters this has now enabled the speedy investigation and conclusion of 5 cases which have been channeled to the DPP’s Office for advice. To ensure enhanced collaboration with civil society, the IPCB with support from CSOs strengthened its outreach to communities with 3 workshops organized across 3 regional headquarter towns. The sessions facilitated interface between the IPCB and communities and deepened working ties.

While great progress has been made in the achievement of targets, the following challenges and risks remain:

* The revised Criminal Procedure Act has still not been enacted and the reforms that are connected to enhancing criminal justice procedure have hence not been completed. This continues to impede justice delivery;
* Government justice and security sector reforms have focused on the Western Area leaving the provincial areas still underprioritized which can be seen in justice and security delivery;
* The elections saw multi-lateral and bilateral donors more reluctant to fund initiatives focusing on justice and security reforms and in 2018 – 2019 donors are continuously engaging the new government also to assess the level of commitment and prioritization of the justice and security institutions;
* The electronic case management systems with the SLCS and MOJ have had some delays in implementation partially due to change of government as new heads wanted to assess what had been agreed but also due to this being a completely new initiative within the justice and security sector, so it will take longer than expected to have the systems fully entrenched within institutions;
* Lack of proper supervision and monitoring of the justice chain link remains a key issue;
* Implementing Partners non-compliance with UNDP reporting requirements causing delays in report closure and affecting delivery and progress against targets;
* Fiduciary risk of partners handling funds remains a concern with some institutions having weak internal administrative and control systems in place.
* Political interference in the Human Rights Commission both during former government and by the disbandment of the Commissioners by the new government has put the independence of the HRC at risk and will likely affect the A-rating of the Commission. UNDP consequently seized funding to the HRC in September 2018 and senior management is engaging closely with the executive in mitigation of the present situation.

# Indicators Based Performance Assessment

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| Indicators | Baseline | Target | Achieved Target (current Status) | Reasons for Variance | Means of Verification  |
| Project Results: |
| Output 1: Justice and Security Sector Coordination and data management enhanced for inclusive, accountable and evidence-based policy and law making  |
| Pre-trial Detention Population (as % of total) | *- Total number of inmates is 3,600 but prison capacity is less than 1,800 people**- 70% of prisons overcrowded:**- 60% of all prisoners are in custody awaiting trial**- Lack of easy access to data on % of people on remand in pre-trial detention and length of actual detention before trial* | *-25% decrease of pre-trial detention population* | Accommodation Master Plan developed in 2017 reveals SLCS actual capacity to be larger than originally expected – **1935.** Pre-trial and remand population has varied over 2018 between 44 - 47 % depending on Correctional Facility. | The target of the reduction in 25 % is set for 31 December 2019. Progress made in 2018 varies between 6-8 % in 2018. Based on the judicial reforms, the recent approval of bail regulations, the limited progress on implementation of Prison Courts, CMS systems, the pre-trial and remand population has reduced with 11 % in 2018. | Accommodation Master Plan Prison court sittings report for 2018  |
| # of criminal justice sector policies, plans, actions and laws informed by data analysis and public consultation inclusive of women and vulnerable groups  | *Lack of data on the criminal justice chain**- Lack of easy access to data on % of people on remand in pre-trial detention and length of actual detention before trial* | *-65 % of gender-sensitive policy, plans, actions and law making progress in the criminal justice sector which are informed by available evidence, public consultation and increased coordination in the sector* *- 35% improvement in perceptions on the criminal justice sector in target districts*  | Gender sensitive Bail Regulations progressively being applied by the Judiciary in 2018 2014 Correctional Act and 1961 Prison Rules revised and submitted to the MIA for approval and progression through Correctional Council, Cabinet and Parliament Revised CPA presented to Parliament and yet to be enacted | On target except for CPA still not passed.Target 2019 | Bail Regulations 2018,Draft revised 2014 Correctional Act and 1961 Prison Rules  |
| # justice and security sector coordination meetings held  | Limited coordination in the sector and – sector actors do not meet regularly to discuss policy initiatives in the criminal justice sector  | 3 joint coordination meetings and training conducted by the IPCB  | 3 joint coordination and meetings have been held by the IPCB for sector partners leading to joint trainings organized by the IPCB, SLP, HRC and other oversight bodies.  |  | IPCB Report - 2018 LOA |
| # and type of CMS established and functional within justice and security sector partners | No CMS in place within MoJ and Judiciary | 1 Justice App developed for the Judiciary and 1 CMS established for the MOJ (Target 2017-2018) | 1 Justice App developed and functional within the Judiciary and progressively being rolled out to the provinces with at least 11 Magistrates’ Courts (MCs) and 7 High Courts (HCs)MoJ – CMS needs assessment completed and system developed and currently being tested. In addition, Justice App expansion for the DPP’s Office is almost completed with final MoJ feedback being incorporated | Recruitment of Case Management Expert / Consultant(s) was challenging and receiving feedback from MOJ after new government entered office was difficult. This has caused delays for the development of both the MOJ and SLCS CMS | Report from LOA with SLCS, Report from CMS MOJ Consultants |
| # and type of M&E capacity strengthening initiatives conducted with data management of IPs structures enhanced | Limited capacity of LOD and sector institutions to collect and analyze data for policy development | 4 M&E capacity building sessions held with modules developed to enhance partners knowledge on data collection, analysis and dissemination and integrating HRBAs | 2 modules developed in 2017 and revised in 2018 by the JSCO and 2 refresher training sessions held with 70 representatives from justice and security sector |  | JSCO LOA Reports |
| Output 2: Enhanced access to justice and security for rights holders’ incl. women and vulnerable groups |
| Legal aid policy guidelines developed and adopted  | *Limited number of individuals have access to legal aid services* | *Legal Aid Policy framework developed* | 1 curriculum developed for the training and certification of paralegals by the JSCO in collaboration with the Judiciary’s JLTI in 2018 |  | Curriculum developed; Report of JSCO on LOA support |
| % increase in legal awareness, legalassistance and legal aid services | *Limited public legal information and awareness campaign* | *At least 35% increased knowledge of legal aid service available from a baseline data in target areas* | In relation to legal awareness, the PW-SL has provided assistance to inmates during the Prison Court sessions with at least 650 inmates provided with requisite legal information on their files and their legal entitlements in 2018. | On target  | PW-SL narrative report |
| # of women and children assisted with legal aid services | Limited # of individuals especially women having access to legal aid | *45% increase of women, children and other vulnerable groups represented by lawyers for criminal cases in selected areas, including in prisons* | Through the prison courts, focus was on on pre-trial and remand cases that had been pending trial for more than 5 – 12 years and having these escalated to Court hearings.The prison courts instigated the special hearings by the Court of Appeal of 25 urgent cases whereof 24 inmates were released as Prosecution could not present evidence to legitimately continue detention.2 women were among the released. The prison courts has heightened the focus on the situation of the pre-trial and remand population which has led to the issuance of more than 400 indictments in August 2018. |  | Report on LOA with SLCS  |
| # of cases resolved through legal aid in prison and police stations | *Majority of people in prison have not been legally represented* | *45% increase of women, children and other vulnerable groups represented by lawyers for criminal cases in selected areas, including in prisons* | The entire Prison Pilot Court sessions have reviewed more than 1,200 cases with over 650 benefiting from support to access detailed information on their cases. Over 250 inmates without indictments have since been served and the trials have now commenced in many of the cases at the High Courts.  | On target | Reports from PW-SL Judiciary;  |
| Output 3 : Strengthened justice and security sector institutions to deliver effective services closer to the people and in compliance with human rights standards.  |
| # IPCB staff and security sector partners benefitting from investigative capacity strengthening initiatives# joint coordination meetings held  | Limited investigative capacity of the IPCB and other sector partnersLimited coordination in the security sector hampering the operation of oversight bodies | IPCB staff and other security sector partners from the investigative unit have skills enhancedJoint coordination meetings  | The IPCB together with personnel from security sector institutions have conducted 2 coordination workshops and trainings focusing on the implementation of the Luanda Guidelines for Police arrest, detention and treatment.  |  | Report from LOA with IPCB, 2018 |
| # of reports submitted on time to UPR, treaty bodies and special procedures# of Universal Periodic Review (UPR) recommendations fully implemented by the GOSL | No previous report submitted by the HRC-SL to UPR, treaty bodies or special proceduresNo previous UPR & treaty body recommendation implemented by GOSL before 2016  | At least 1 report submitted to UPR/treaty bodies At least half of UPR & treaty bodies recommendations fully implemented by GOSL & monitored by HRC-SL  | The HRC-SL were able to submit an alternative report on the state of human rights to the Human Rights Council during the review of SL in 2017In 2018, the HRC-SL has developed a tool to monitor and track the implementation of the UPR and treaty body recommendations by the GOSL.  | UNDP’s support to the HRC was suspended for last quarter as it became increasingly clear that the institution was marred by internal challenges and observed limitations in their reporting obligations with apparent lack of willingness to engage UNDP meaningfully  | HRC-SL Annual Report, 2018 |
| # of complaints against the Police received and decided by IPCB, HRCSL, CDIID | Limited investigative capacity of the IPCB | *# increase of complaints, received and concluded over the programme period disaggregated by type of claim, region, gender and result* | With 2 investigators successfully recruited, the IPCB has concluded the investigation of 12 cases with reports submitted to the DPP for advice and possible indictments or charges to be preferred against individuals for misconduct.  |  | IPCB 2018 Report |
| # people aware of judicial reforms on bail and sentencing and case management | No bail and sentencing regulations in placeNo awareness of judicial reforms on CPA, bail and sentencing | *Citizens using the justice system are aware of the bail and sentencing regulations and judicial reforms including their application in the Courts* | Development of JLTI paralegal curriculum completed; bail regulations being progressively rolled-out across 8 Magistrates and 3 High Courts in both Freetown and the provinces | On target | JSCO JLTI Paralegal curriculum <https://www.facebook.com/The-Judiciary-of-Sierra-Leone-315910822189629/>  |
| Correctional Rules in place and applied  | *Correctional legislation does not match modern day Correctional Services* | *Review of 2014 Correctional Act and 1961 Prison Rules completed* | 2014 Correctional Act reviewed, completed and submitted to MIA for onward action by the AG/MOJ.  | On target | SLCS narrative report Revised Correctional Act; revised Prison Rules 2018 |
| # of Joint town hall meetings held by IPCB/CSOs on critical policing issues in the South and East Regions | *Limited formal engagement Between justice/security sector institutions and CSOs at community levels* | *joint IPCB/CSOs Town Hall meetings held on key policing issues* | The IPCB with support from CSOs successfully organized joint workshops on policing in the South, East and North regions reaching out to 464 residents to enhance knowledge on policing and maintaining human right standards (295 males-169 females) |  | IPCB LOA Report 2018 |
| Output 4 Effective Project Management  |

# Results

**Section 1: Overall results achieved against the outcome**

In 2018, efforts at strengthening M&E capacities for sector institutions resulted in the capacity enhancement for 35 staff drawn from the justice and security sectors. With the ability to collect, analyze and utilize data, personnel trained are now providing much needed information for the planning, implementation and monitoring of interventions within their respective institutions while progressively building the culture of monitoring, reporting and tracking results for informed programming. To enhance the institutional capacity of the Ministry of Justice (MOJ) to manage their internal administrative processes, UNDP provided assistance to the ministry to develop an electronic content management system (CMS) which, when completed will assist the senior management of the MOJ to assign tasks to its large personnel, monitor progress on tasks assigned as well as provide oversight, mentoring and coaching to the entire ministry. The usefulness of this tool cannot be overemphasized as it would position itself as a key component of ensuring efficiency of the ministry vis a vis the workload of this institution within the justice chain. The Justice App developed and completed in 2017 is now being progressively rolled out to the provinces and is now functional in 6 Freetown High Court (HC) and Magistrate Court (MC), Makeni HC and MC, Bo MC, Lunsar MC, Bonthe MC and Kabala MC.. While challenges remain in ensuring that this tool plays the central role in delivering justice, the need has been felt to expand the Justice App within the justice chain targeting the Director of Public Prosecutor’s (DPP) Office as well as the Sierra Leone Correctional Service (SLCS) which manages a significant population of inmates across its 19 correctional facilities. Assessments to get this underway have been completed with the Justice App refined to fit the needs of both institutions. Trainings would be undertaken in 2019 for complete roll out.

On the legislative framework review, the project has supported key institutions to review existing legislation and develop regulations to improve on procedure on bail. The project has concluded the revision of the SLCS Correctional Act of 2014 together with the Prison Rules of 1961. The revised Criminal Procedure Act has unfortunately not been passed but is receiving attention from the new government and UNDP will continue to support its journey towards enactment in 2019. The Bail Regulations finalized in 2017 are now progressively being rolled out with additional capacity development for justice sector partners undertaken. To ensure that the dispensation of legal aid services is synchronized and harmonized, UNDP with support to the Justice Sector Coordination Office (JSCO) in collaboration with the Judiciary, the Legal Aid Board (LAB) and other sector partners have developed a curriculum to be introduced at the higher level in institutions of learning. These efforts would ensure a uniform approach to the development of the capacities of paralegals in the sector and their certification.

Specifically, under the “From Prisons to Corrections” project, UNDP’s efforts contributed to the improvement of conditions of detention of inmates and strengthening staff capacities to deliver on a professional and ethical manner with the introduction of human rights audit exercises to review the practices at correctional centres to conform with the Mandela Rules and other standard instruments of treatment of detainees. Throughout the year, the project has developed the capacities of 30 social workers and councilors to provide counselling services to inmates in need of support. To strengthen the viability of the SLCS, the project has enhanced their entrepreneurship skills with the development of marketing and communications strategies and 73 SLCS Officers have been trained and are now contributing to the effective management of the Industries Programme and are also supporting continuous training of inmates that are now being utilized to progressively position the institution in a vantage position for self-sufficiency in relation to the provision of furniture and other needed services for the SLCS.

The completed Accommodation Master Plan has been presented to the new Ministry of Internal Affairs in 2018. The Master Plan contains vital information on the actual capacity with concrete suggestions on optimizing the capacity of these facilities nationwide. The Accommodation Master Plan was the key document utilized by the SLCS to guide the rehabilitation done across the 8 selected facilities. The SLCS has now utilized the Plan to develop a proposal for government funding of the institution. To improve on the conditions of detention of inmates, the SLCS together with UNDP embarked on the refurbishment of selected detention facilities in dire need of support. Eight (8) facilities were selected with support provided to improve on the water and sanitation. Within this support, 9 water towers and washrooms, septic tanks and soak-away were erected. The support contributed to the improved supply of water in the selected facilities. These improvements have benefited over 1,500 inmates across the 8 facilities and contributed to reduce the recurrent outbreaks of communicable diseases in these mostly overcrowded centres. The refurbished facilities are now contributing to the decongestion of overcrowded facilities with at least 450 inmates to be relocated to newly refurbished centres. There is more to be done in relation to sanitation in the SLCS facilities and UNDP’s support will continue in this regard in the coming years.

To ensure that the SLCS complies with standard procedures in the treatment of inmates that responds to addressing their behavioural and criminogenic needs, the SLCS with support from UNDP has developed tools for the assessment and classification of detainees. The inception trainings were conducted for 10 selected staff. With progressive roll-out of this component earmarked for 2019, the successful completion will ensure that inmates are placed within facilities that will help them to recover from their criminogenic approach to life as well as contribute to their successful reintegration to society after serving their custodial sentence.

The establishment of the Prison Courts by the Judiciary to review pre-trial and remand population cases and decongest the Correctional facilities has so far contributed to the review of 1,100 cases across the country. The exercise has resulted in the preferment of over 425 indictments by the Law Officers Department (LOD) and releases of 100 inmates detained without evidence. In addition to this the Prison Watch has contributed to the release and reintegration of 166 inmates to reintegrate back to society. Together with support from other stakeholders, the SLCS has witnessed a reduction in the pre-trial and remand population from 53% in 2017 to about 43-45% in 2018.

To ensure released inmates contribute to the development of their communities, the SLCS with support from UNDP has initiated and piloted an Earning Scheme building on correctional industries trainings undertaken in Colorado, USA and South-South visit by the SLCS management and staff to the Kenya Prison facility. So far, 246 sentenced inmates (21 female and 225 male) have benefitted from the Scheme and 73 SLCS Officers have been trained to effectively manage the Industries Programme and provide training and mentoring of inmates.

After the development of the Human Rights Action Plan in 2017 for all 19 facilities and pilot human right audits implemented of key institutions, the SLCS has now strengthened the capacity of its M&E unit to expand the audit to other facilities. The audits were conducted based on the UN Standard Minimum Rules for the Treatment of Prisoners (Mandela Rules) and the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (‘the Bangkok Rules) that set out the minimum standards for the treatment of inmates in detention. Six (6) facilities were audited in 2018 by the M&E team. Progress across correctional facilities included but were not limited to improvement in files/records management, separation of categories of detainees (in facilities where possible), access to clean water and sanitation, improvement in diet, ‘contact with the outside world’ (access to newspaper, radio and tv, phone calls and visitation rights for children implemented). In furtherance, the SLCS has made impressive progress in some facilities (Mafanta and Moyamba) to build on the industries master plan with a specific focus on agriculture which shows real potential in the SLCS in becoming self-reliant if the institution would continue to receive the requisite political and financial support to grow the industries programme. However, there is need for the SLCS senior management to further strengthen implementation and focus on interventions that do not require any or minimal financial support from the SLCS to implement.

To strengthen people and communities’ access to justice, the Human Rights Commission (HRC) has continued through its innovative approach to receive complaints across 2 districts utilizing mobile clinics. This approach has resulted in the receipt of 24 complaints (from 14 males and 10 females). To deepen the culture of human right practice and awareness, the Commission embarked on setting up human right peace clubs (HRPCs) across learning institutions. A total of 17 Human Rights and Peace Clubs (HRPCs) were set up and launched in 17 secondary schools in 3 districts with eleven (11) clubs in the Western Area and six (6) in Makeni and Bombali Districts in the North. Guidelines were developed to support the operation of the HRPCs. These clubs are now identifying issues around human rights and channeling them to authorities for redress making use of the 75 pupils and teachers capacitated with basic human rights principles and practice.

While it has remained a challenge for action to be taken by the Commission on cases received with limited follow up after investigations, the approach to mobile complaints filing has contributed to increasing people and communities’ hope for action in relation to violations suffered.

The IPCB has enhanced the capacity of its staff from the HQ and regional offices on evidence preservation and basic handling of matters this has now enabled the speedy investigation and conclusion of 5 cases which have been channeled to the DPP’s Office for advice. To ensure enhanced collaboration with civil society, the IPCB with support from CSOs strengthened its outreach to communities with 3 workshops organized across 3 regional headquarter towns. The sessions facilitated interface between the IPCB and communities and deepened working ties.

**Section 2: Results achieved against Outputs**

See section III, results against outputs – achieved target.

# RISKS AND ISSUES

**Project Risk and Issue Log**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Description and Date Identified** | **Type** | **Probability and Impact**  | **Countermeasures / Management response** | **Status** |
| Risks |
| 1 | **Description:** Program set up and implementation takes longer and affects delivery for the entire year**Date Identified:** 20 December 2016 | Operational  | Delays in project implementation and in the achievement of results 3**Probability** (very likely=5, Likely=4, Moderate=3, unlikely=2, very unlikely=1)**Impact on results** (critical=5, severe=4, moderate=3, minor=2, negligible=1) | Management has discussed and charted way forward to remedy to yearly challenges. As part of the solution, it is now anticipated that all annual work plans should be discussed with partners, prepared and completed by 15 December each year so that implementation can start in January of the next year. | Reducing  |
| 2 | **Description:** The electoral cycle has affected the implementation of the project for 2018. **Date Identified:** 12 June 2017 | Political  | 4 | Management had discussed with programme colleagues with steps taken to mitigate impact on projects especially projects not elections-related.  | Reducing |
| 3.  | **Description:** Full funding for the program is not available**Date Identified:** 1 July 2015 | Financial  | 4 | This is a recurring risk, and so far the Rule of Law Team has been active in fundraising both with donors present in Sierra Leone and also with donors not present. Also UNDP HQ and Regional Office has on a regular basis been informed of results, progress and new innovations that could potentially attract donors. INL has been a donor since 2015 and is presently supporting several outputs of the Rule of Law and additional funding has been sought from this donor and we are awaiting final response.  | Ongoing |

# Partnerships

The establishment of multi-stakeholder partnerships is a strategic modus operandi throughout the implementation of the projects. The key implementing partners are the justice, security and human rights institutions with which the projects were formally devised and agreed. These include Sierra Leone Police, Ministry of Justice, the Justice Sector Coordination Office, the Judiciary, Correctional Service, Independent Police Complaints Board, Human Rights Commission and Civil Society Organisations. These institutions have clear mandates and play a critical role to improve access to justice, maintain security and strengthen oversight and the human rights protection framework of the country. The partnerships have continued to grow throughout 2017 and while UNDP Rule of Law Team supports partners, these take the lead in identifying their needs and priorities and which areas need UNDP support. UNDP has in 2018 equally supported Sierra Leone institutions in forging partnerships with private sector (Lexus Nexus) as well as Academia and the Canadian Correctional Service that all are interested in supporting key interventions led by the institutions (law and jurisprudence upload, enhancing professionalism of the Judicial and Legal Training Institute and training future managers of the Sierra Leone Correctional Service).

# Innovative Initiatives

As an innovative approach to administration, the MOJ with support from UNDP has developed an electronic Content Management System (CMS) for the entire ministry to support in the assignment of tasks to its extremely significant staff. The CMS would enable the senior management within the ministry to initiate tasks and monitor progress and completion. The system will also enable senior management to coach, mentor and develop the capacity of staff through the process. The tool is also praised as an enabler to help address the perennial challenge of staff ineffectiveness, tardiness at work and absenteeism. The tool when completed would further support the MOJ in collaborating with other ministries on legal issues in a harmonized and systematic manner.

# Challenges Lessons learned and Recommendations

The projects have not had faced major challenges this year, except for continued funding constraints which has affected the full achievement of targets and activity results designed in the Rule of Law umbrella project. This has been mitigated by the Rule of Law Team by prioritizing with implementing partners the most crucial activities as well as lobbying donors for additional funding for the projects. Presently, the UNDP has submitted a full project proposal as per donor request.

Implementing partners are still submitting progress reports with delays, which has impacted implementation and delivery, as UNDP has not been able to disburse funds in line with the initial planned Annual Work Plans (AWPs) for some institutions. The project team will address this issue in early 2018 through consultation with senior management of the concerned institutions and also by providing further monitoring and training. The recruitment of a national Rule of Law Officer – with reporting, monitoring and evaluation skills will hence also be prioritized in the first quarter of 2018 as this was a vital recommendation, to improve reporting, monitoring and evaluation, of the earlier evaluations that also shaped the new project interventions.

Finally, the projects have faced some challenges in recruitment of required expertise, but this has been mitigated through re-advertisements of terms of reference and sourcing expertise from the UNDP roster.

# Financial report 2018[[1]](#footnote-2)

**Table 1: Overview of available resources for the project duration**

**Rule of Law**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Donor** | **Contribution** | **Expenses** | **Total expenses** | **Balance** |
| **Year 2017** | **Year 2018** | **Year 2019** |
| UNDP |  1,186,005.00  |  591,928.84  |  486,781.22  |   |  1,078,710.06  |  107,294.94  |
| US States Dept. (INL) |  995,000.00  |  -  |  301,550.61  |   |  301,550.61  |  693,449.39  |
| **TOTAL** |  2,181,005.00  |  591,928.84  |  788,331.83  |  -  |  1,380,260.67  |  800,744.33  |

**INL – Correctional Service**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Donor** |  **contribution**  |  **Expenses**  |  **Total expenses**  |  **Balance**  |
|  **Year 2016**  |  **Year 2017**  |  **Year 2018**  |  **Year 2019**  |  |
| UNDP |  464,741.00  |   |  246,644.75  |  216,305.72  |   |  462,950.47  |  1,790.53  |
| US States Dept. (INL) |  1,080,000.00  |   |  329,238.25  |  611,690.43  |   |  940,928.68  |  139,071.32  |
| **TOTAL** |  **1,544,741.00**  |  **-**  |  **575,883.00**  |  **827,996.15**  |  **-**  |  **1,403,879.15**  |  **140,861.85**  |

**Human Right Commission of Sierra Leone**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Donor** |  **contribution**  |  **Expenses**  |  **Total expenses**  |  **Balance**  |
|  **Year 2016**  |  **Year 2017**  |  **Year 2018**  |
| UNDP |  90,416.00  |   |   |  90,484.12  |  90,484.12  |  (68.12) |
| **TOTAL** |  **90,416.00**  |  **-**  |  **-**  |  **90,484.12**  |  **90,484.12**  |  **(68.12)** |

**Table 2: financial summary (Based on Project Transaction details)**

**Rule of Law**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project Output** | **Planned Activities** | **Budget** | **Total expenses** | **Commitments** | **Balance** | **% utilization** |
| **(Activity Results)**  |
| Atlas Activity 1: |   |  222,880.00  |  160,742.00  |  28,060.00  |  34,078.00  | 85% |
| Atlas Activity 2: |   |  146,800.00  |  50,090.00  |  -  |  96,710.00  | 34% |
| Atlas Activity 3: |   |  289,898.00  |  143,593.00  |  4,407.00  |  141,898.00  | 51% |
| Atlas Activity 4: |   |  307,271.00  |  356,492.00  |  151.00  |  (49,372.00) | 116% |
| **Total** |  **966,849.00**  |  **710,917.00**  |  **32,618.00**  |  **223,314.00**  | **77%** |

**HRCSL**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project Output** | **Planned Activities** |  **Budget**  |  **Total expenses**  |  **Commitments**  |  **Balance**  | **% utilization** |
| **(Activity Results)**  |
| Atlas Activity 0: |   |  49,000.00  |  (3,197.00) |  3.00  |  52,194.00  | -7% |
| Atlas Activity 1: |   |  -  |  -  |  -  |  -  | 0% |
| Atlas Activity 2: |   |  25,000.00  |  53,469.00  |  -  |  (28,469.00) | 214% |
| Atlas Activity 3: |   |  16,416.00  |  -  |  -  |  16,416.00  | 0% |
| Atlas Activity 4: |   |  -  |  40,139.00  |  -  |  (40,139.00) | 0% |
| **Total** |  **90,416.00**  |  **90,411.00**  |  **3.00**  |  **2.00**  | **100%** |

**SLCS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project Output** | **Planned Activities** |  **Budget**  |  **Total expenses**  |  **Commitments**  |  **Balance**  | **% utilization** |
| **(Activity Results)**  |
| Atlas Activity 1: |   |  263,697.00  |  452,296.00  |  50,934.00  |  (239,533.00) | 191% |
| Atlas Activity 2: |   |  389,750.00  |  84,881.00  |  10,723.00  |  294,146.00  | 25% |
| Atlas Activity 3: |   |  237,174.00  |  211,453.00  |  -  |  25,721.00  | 89% |
| **Total** |  **890,621.00**  |  **748,630.00**  |  **61,657.00**  |  **80,334.00**  | **91%** |

# Monitoring and Evaluation

**Activities conducted during 2018**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Specify to which output it’s linked to | M&E Activity carried out | Budget spent on this activity  | Responsible Officer |
| 14 – 16 February 2018  | INL Output 2 | Retreat to finalise review of SLCS legislative framework - Makeni | DSA and fuel | LSA |
| 12 – 26 Aug 2018  | INL Output 1 and 2 | Support the SLCS during the training programme and follow-up to ensure SLCS successful implementation of training capstone(s) upon return to Sierra Leone  | Travel and DSA | LSA |
| 14 – 16 November 2018 | INL Output 1 and 2 and RoL Output 2 and 3 | Monitoring project activities under the From Prisons to Corrections and Rule of Law projects South and East | DSA and fuel | LSA |
| 21 - 23 November 2018  | Output 3 | Monitoring project activities under the From Prisons to Corrections and Rule of Law projects North and East | DSA and fuel | LSA |
| 27 June – 5 July 2018 | INL Output 3 | Monitoring of SLCS refurbishment status and disbursement of funds to contractors | DSA and fuel | SJ |
| 10 – 15/ 2018 | INL Output 3 | Monitoring project refurbishment of Correctional Facilities Kono, Kenema, Bo, Kambia, Port Loko, Waterloo and Makeni | DSA and fuel | MAC |
| 27/9 | ALL | Project Board – Rule of Law and INL | N/A | ALL |
| 13-16/11 | Output 3 | Monitoring and participation in Training of Trainers – Judiciary new JLTI bail and sentencing for CSO Makeni, Kenema and Bo | DSA | CWN |
| 22/11 | Output 3 | Handing over of site to new contractor-Waterloo fencing and facility expansion | N/A | CWN |
| 5-9/11 | Output 3 | Monitoring completed site and follow up on ongoing refurbishment-SLCS | DSA | CWN |

# Annexes

Section 1: Planned activities for next year

Refer to AWPs, - RoL, - From Prisons to Corrections and HRC

Section 2: Combined Delivery Report

Section 3: Monitoring and Evaluation Plan for next year.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Monitoring Activity** | **Purpose** | **Frequency** | **Expected Action** | **Partners** **(if joint)** |
| **Track results progress** | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the Project in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by Project Management. | IPs having LOA and MCG expected to track progress diligently |
| **Monitor and Manage Risk** | Continue to identify and monitor risks that may threaten achievement of intended results. | Quarterly | Risks are identified by Project Management and actions are taken to manage risk. The risk log will be maintained to keep track of identified risks and actions taken. |  |
| **Learn**  | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects/programmes and partners and integrated back into the Project. | Midterm Review June/July 2018 and End of year | Relevant lessons are captured by the Project Team and used to inform management decisions.Midterm review scheduled for 2018.  |  |
| **Annual Project Quality Assurance** | The quality of the Project will be assessed against UNDP’s quality standards to identify Project strengths and weaknesses and to inform management decision making to improve the Project. | Annually | Areas of strength and weakness will be reviewed by Project Management and used to inform decisions to improve Project performance. |  |
| **Review and Make Course Corrections** | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections. |  |
| **Project Report** | A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.  | Annually | Midterm project review will also be provided to the Project Board for review |  |
| **Project Review (Programme Board)** | The Project’s governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure and maintain realistic targets. | Quarterly | Any quality concerns or slower than expected progress should be discussed by the Project board and management actions agreed to address the issues identified.  | All Project Board IPs |

Annex 2: Links toSuccess stories, Press release, any other

[https://www.facebook.com/Sierra-Leone-Correctional-Service-PAGE-656192434462264/?epa=SEARCH\_BOX](https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.facebook.com%2FSierra-Leone-Correctional-Service-PAGE-656192434462264%2F%3Fepa%3DSEARCH_BOX&data=02%7C01%7Cwalter.neba%40undp.org%7Ca214fd617146417ea91408d67bb74286%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636832424350350693&sdata=hjlmpjr5H7BKQI3261BgHKiC3zT7qUzhutHy1zgbkxA%3D&reserved=0)

[http://www.sl.undp.org/content/sierraleone/en/home/presscenter/articles/2018/a-brush-with-the-law-.html](https://emea01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.sl.undp.org%2Fcontent%2Fsierraleone%2Fen%2Fhome%2Fpresscenter%2Farticles%2F2018%2Fa-brush-with-the-law-.html&data=02%7C01%7Cwalter.neba%40undp.org%7Cf95e6faffe3e4be977f808d67c9b10dd%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636833402766887159&sdata=EEYYGTE8pLSu%2FJ%2FIow%2BKj3RR%2FWlMew4NOjn7y0c3E3A%3D&reserved=0)

<https://twitter.com/UNDPAfrica/status/1049458784450568193>

[https://twitter.com/UNDPSierraLeone/status/1048213727487647744](https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Ftwitter.com%2FUNDPSierraLeone%2Fstatus%2F1048213727487647744&data=02%7C01%7Cwalter.neba%40undp.org%7Cf95e6faffe3e4be977f808d67c9b10dd%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636833402766897155&sdata=IFR%2BWz%2B6vmB6Qdb9JV85hN2tcj%2F%2BXVcLYDFTBf%2FNQU0%3D&reserved=0)

<https://twitter.com/UNDP/status/1033008599134597120>

[https://twitter.com/UNDPSierraLeone/status/1030021515734134785](https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Ftwitter.com%2FUNDPSierraLeone%2Fstatus%2F1030021515734134785&data=02%7C01%7Cwalter.neba%40undp.org%7Cf95e6faffe3e4be977f808d67c9b10dd%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636833402766917168&sdata=j0cBG1OHikIk6LENIuBAkfe%2BjGSE2P70g0hc%2Fy3wIyo%3D&reserved=0)

[https://twitter.com/UNDPSierraLeone/status/1016728669195259905](https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Ftwitter.com%2FUNDPSierraLeone%2Fstatus%2F1016728669195259905&data=02%7C01%7Cwalter.neba%40undp.org%7Cf95e6faffe3e4be977f808d67c9b10dd%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636833402766917168&sdata=cjkzLs0bC%2B80J7YJf7O8RUJqzO7uF%2B1tP3%2BTyCH8D%2FI%3D&reserved=0)

[https://twitter.com/UNDPAfrica/status/1009691165426356226](https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Ftwitter.com%2FUNDPAfrica%2Fstatus%2F1009691165426356226&data=02%7C01%7Cwalter.neba%40undp.org%7Cf95e6faffe3e4be977f808d67c9b10dd%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636833402766927173&sdata=QVufo3zJoM%2BcNVzXHNe26PWjWamx%2BAO%2Bi0fLBSMk02w%3D&reserved=0)

[https://twitter.com/UNDPAfrica/status/995949369668104192](https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Ftwitter.com%2FUNDPAfrica%2Fstatus%2F995949369668104192&data=02%7C01%7Cwalter.neba%40undp.org%7Cf95e6faffe3e4be977f808d67c9b10dd%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C636833402766927173&sdata=vSR9SxXJ%2FuGM6Evuw8hLXOT8UHoYIivjwvzboMUmF7s%3D&reserved=0)

<https://www.facebook.com/The-Judiciary-of-Sierra-Leone-315910822189629/>

1. All financial information is an estimate reflecting the current financial situation. An adjusted financial report will be submitted after the closure of the financial year (March 2018). [↑](#footnote-ref-2)