



Empowered lives.
Resilient nations.

United Nations Development Programme

Country: Sierra Leone

Project Document

Project Title: *From Prisons to Corrections: Promoting Institutional Reform of the Sierra Leone Correctional Services*

UNDAF Outcome(s): Pillar 7 Governance and Public Sector Reform, Outcome B. Justice and security sector delivery systems improved in compliance with international human rights principles

Expected CP Outcome(s): Justice and security sector delivery systems improved in compliance with international human rights principles

Expected Output: 4.1 Targeted state institutions and constitutional bodies are able to provide effective justice and security services in an accountable manner at national and local level

Implementing Agencies: UNDP Sierra Leone, Sierra Leone Government, the Correctional Services and civil society organizations

Brief Description

The Government of Sierra Leone adopted the Correctional Services Act in 2014, aiming to transform the country's prisons from punitive to correctional facilities where human rights of inmates are respected. This legislative reform came on the heels of several recommendations from national and international bodies to address the human rights abuses currently common in prisons and resulting largely from overcrowding, lack of adequate infrastructure and resources, lack of capacity amongst some prison staff and the poor functioning of the Justice sector. The proposed project aims to assist the Sierra Leone Correctional Services (SLCS) to implement their Strategic Plan for the improvement of life in correctional facilities, through activities relating to decongestion, improved file management, inmate classification and assessments, establishment of prison industries to build skills of inmates and also work towards self-sufficiency of the facilities in terms of food and furniture, training of prison staff on the Mandela Rules (Minimum Standard Rules for the Treatment of Prisoners), carrying out human rights audits of pilot facilities through trained staff and monitoring improvements, further enabling legislative reform through drafting of new prison rules and improvements in the health and welfare of inmates. Interventions are aligned to national priorities and the Strategic Plan of the SLCS. Sustainability will be ensured through improved self-sufficiency of facilities and minimum reliance on operational support combined with advocacy for increased Government funding where necessary.

Expected Outputs:


Output 1: Institutional capacity of Correctional Facilities is improved in accordance with international human rights standards for inmates and staff

Output 2: Capacity of SLCS staff strengthened to ensure the welfare of inmates and the safety and security of society

Programme Period:	2016-2019
Key Result Area (Strategic Plan):	<i>Countries have strengthened institutions to progressively deliver universal access to basic services</i>
Atlas Award ID:	_____
Start date:	1 October 2016
End Date	31 March 2019
Management Arrangements	UNDP implementation

2016-2018 AWP Budget:	
Total resources required	\$1,500,000
Total allocated resources:	\$1,500,000
Other:	
U.S. Dept. of State/ INL	\$1,080,000
UNDP	\$ 420,000

Agreed by (Government): Sanpha Bilo Kamara ~~Bittie~~ 14-12-18

Agreed by (UNDP): Samuel Doe  14-12-2018

I. SITUATION ANALYSIS

"It is said that no one truly knows a nation until one has been inside its jails. A nation should not be judged by how it treats its highest citizens, but its lowest ones." Nelson Mandela¹

According to Cabinet Memorandum of the Sierra Leone Correctional Service Act, *"the Sierra Leone civil war witnessed the destruction of prison infrastructure, a collapse of systems and processes and the loss of corporate capacity to effectively manage prisons in Sierra Leone. Coupled with this is the outdated nature of the Prisons Act and the subsidiary legislation regulating the prisons system."* In addition, the inheritance of archaic prison designs and lack of opportunity/resources to restructure the prison system, its human resources, management systems and procedures, has restricted the ability of the Sierra Leone Correctional Services to effectively deliver services to ensure security and the rehabilitation of inmates.²

Sierra Leone's Correctional facilities provide dire conditions of detention for the detained population which in turn contributes to serious human rights abuses. The country's Truth and Reconciliation Commission found that conditions, specifically at Pademba Road – Freetown Central Prison – were deplorable and in breach of multiple provisions in the 1991 Constitution of Sierra Leone³ and applicable human rights instruments such as the African Charter on Human and People's Rights and the International Covenant on Civil and Political Rights (ICCPR).⁴ The United Nations Human Rights Committee⁵, in its 2014 Concluding Observations on Sierra Leone, found that overuse of pre-trial detention contributed to overcrowding in the prisons and that in general, conditions of detention were characterized by overcrowding, poor sanitation, harsh disciplinary measures and lack of oversight.⁶ The Committee recommended that the State party (Sierra Leone), *"should strengthen its efforts to improve the living conditions and treatment of detainees and address overcrowding in detention centres in line with the Standard Minimum Rules for the Treatment of Prisoners."*⁷ In its Concluding Observations on Sierra Leone, also from 2014, the Committee Against Torture noted the issue of over-use of pretrial detention and the need for the new Criminal Procedure Bill to introduce non-custodial sentencing for minor offences. The Committee observed that fair and prompt trials were needed in order to help decongest prisons. In direct reference to detention conditions, the Committee cited deplorable conditions including lack of sufficient ventilation and lighting in crowded cells, absence of beds, bedding, mosquito nets, poor sanitation and lack of access of inmates to clean drinking water and adequate food supplies. The Committee also drew attention to the absence of medical care for inmates, lack of separation between suspects, remanded and convicted prisoners, the lack of an earning scheme and inadequate skills training facilities. The Committee recommended that the State Party should redouble efforts to address all of the above and to take legislative and resource related measures to improve detention conditions in line with the Standard Minimum Rules.⁸ The Committee also noted the significant incidences of violence and mistreatment in detention, sometimes leading to injury and death of inmates, and raised concerns regarding the use of corporal punishment, solitary confinement, reduction of

¹ Mandela, N. (1994: 201) *Long walk to freedom*, Little Brown: Boston.

² Sierra Leone Correctional Services Act p55, 56.

³ See chapter three of the 1993 Constitution on Fundamental Rights and Freedoms, in particular sections 18 (freedom from arbitrary detention), 20 (protection from inhumane and degrading treatment) and 23 (fair trial rights).

⁴ Witness to Truth: Sierra Leone Truth and Reconciliation Report, volume 2, p. 70.

⁵ Body of experts overseeing the implementation of the ICCPR by States parties to the Covenant.

⁶ Concluding Observations on the Initial Report of Sierra Leone, April 2014, CCPR/C/SLE/CO/1, paragraphs 20 and 21.

⁷ *Ibid* p. 7.

⁸ Concluding Observations on the initial report of Sierra Leone, June 2014, CAT/C/SLE/CO/1, p. 10 & 11.

diet, use of handcuffs and other means of restraint.⁹

In a recent capacity assessment of the Sierra Leone Correctional Services (SLCS) and facilities sanctioned by the management of the SLCS and funded by UNDP, it was found that 98 inmates have died in custody in the last five years in Freetown male Correctional Facility alone and that all deaths were linked to highly treatable illnesses, resulting from poor conditions of detention. The average age of death was thirty-three (33) and of the ninety-eight (98) recorded, only 40% were actually convicted at the time of death, while 60% were still on trial or awaiting trial. This demonstrates the inhumane conditions in which inmates are held and the lack of access to basic medical treatment. Concerns were also raised at the recent Universal Periodic Review of Sierra Leone's human rights record in Geneva with regards the reliance on pre-trial detention and the lack of effective use of the existing bail policy, combined with a non-functioning judiciary. Many countries called upon Sierra Leone to reduce prison overcrowding and improve the human rights situation of inmates through a reduction of lengthy pre-trial detention, amongst other measures.

Despite considerable challenges facing the prison sector in Sierra Leone, the above-mentioned capacity assessment found that time is ripe for change and that the will and ability to bring about improvements exists to a large extent within the SLCS and amongst policy makers. The Government of Sierra Leone (GoSL) has recognized the need to focus on the sector in its national strategic development plan – the Agenda for Prosperity (AfP) 2013-2018 – which outlines intentions to address overcrowding in prisons, poor water and sanitation facilities, lack of inmate reintegration processes including half-way homes and start-up kits for discharged inmates, and lack of tools, equipment and machinery to engage in proper skills development¹⁰. In 2014, the Government adopted the Sierra Leone Correctional Service Act, which aims to facilitate the transformation of the country's prisons from punitive to correctional facilities. The Correctional Service Act 2014 may have its deficiencies, but it does provide for great flexibility and innovation through the establishment of a Correctional Services Council chaired by the Vice-President (section 10 of the Act) with the responsibility for drafting Correctional Rules under section 90 of the Act, including making of rules for such things as:

- Schemes for early release and other appropriate arrangements for the rehabilitation of inmates" (s.90.(f));
- The encouragement and administration of correctional centre enterprises, educational facilities and skills training programmes (s. 90 (k));
- The classification of correctional centres and inmates into categories, and their separation accordingly (s. 90 (m));
- The construction, description, equipment and supervision of cells and wards (s.90); and
- The payment of inmates for work done while in correctional centres and the disposal of products of correctional centre labour (s. 90 (s))

This provides the opportunity to establish progressive initiatives such as home detention, work release, etc., and prison farms where inmates are paid/receive remuneration for their labour to produce nutritious food for consumption within the correctional centres and for local hospitals, schools, charities as well as markets. The drafting of the new rules is a very high priority as they have the potential to greatly improve the lives and circumstances of inmates and staff. Some moves towards the drafting process have been made by the Council, in partnership with international experts, the SLCS, civil society and UNDP, but more work needs to be done in order to ensure the passing and implementation of rules that are in line with international standards applicable to Sierra Leone.

⁹ Ibid.

¹⁰ Agenda for Prosperity, Pillar 7 on Governance and Public Sector Reforms.

Nevertheless, in spite of the conducive legal environment, the urgent need for investment in the sector and the apparent political will, concerns have been raised by civil society and the SLCS that necessary resources for change will not be made available due to numerous competing Government and donor priorities. The country is also emerging from the worst recorded outbreak of the Ebola Virus Disease (EVD) in history, which had a negative impact not just on the health sector but on the economy at all levels¹¹. The post-EVD early recovery phase presents opportunities for the SLCS to build back better but it has to compete for limited resources. During the EVD crisis, the SLCS demonstrated their ability to respond in a crisis and to protect inmates and staff from potentially catastrophic outbreaks within prisons; however, the response was reactive in an emergency situation and did not necessarily represent preparedness on behalf of the institution. Overcrowding was one of the main issues faced by the prisons even before the EVD crisis; this led to increased risk of an outbreak of amplified proportion. Some of the focus during the EVD response was therefore to reduce prison overcrowding through provision of legal aid and improvement of records and case management and towards the end of the crisis dedicated court sessions to effectively reduce the backlog. These interventions worked very well for a time, but since the country was declared Ebola free, numbers within Correctional Facilities have once again begun to climb. At the current rate of increase, it can be expected that the numbers imprisoned will increase to 6,550 by 2020.¹² Presently, the Judiciary of Sierra Leone are taking serious action towards reforming the court and case management processes, and are also engaged in targeting corruption and increasing transparency and uniformity both within bail and sentencing processes. These reforms are bound to also impact the situation presently faced within the SLCS – and the situation of overcrowding, however these reforms will take some time to have the full intended effect of improving access to justice for all. This can however be addressed more thoroughly through ‘a sector wide approach’ – where the correctional facility overcrowding is dealt with from multiple angles (including the police, Judiciary, Ministry of Justice - Law Officers’ Department etc.) to avoid a major disaster or incident associated with the severe overcrowding and lack of amenities for inmates.

Recognizing the risk of conflict associated with overcrowding and human rights abuses in prisons that could have exacerbated the EVD crisis, UNDP intervened to prevent an outbreak in the country’s correctional facilities. In partnership with SLCS and local civil society organization, Prison Watch Sierra Leone (PW-SL), UNDP helped to equip prison staff with the knowledge, skills and materials to prevent an outbreak of EVD amongst inmates, and to protect themselves. Through UNDP support, PW-SL led a legal aid scheme in order to reduce prison congestion. With the assistance of selected lawyers, cases were more quickly processed and inmates against whom there was no evidence, who had already over-stayed their sentences or who had been detained for very minor offences, could be released. In conjunction with these efforts, PW-SL worked with the SLCS to establish a basic but effective case management system in order to keep track of inmates, their trial dates and when they should be discharged. Simultaneously, UNDP constructed six isolation units at the country’s most over-crowded prisons in order to allow new inmates to be separated for 21 days (the EVD incubation period), before being introduced to the main prison populations. In the aftermath of EVD, the SLCS has agreed to use the new structures for skills training and for separate female facilities where previously females had been held in the same buildings as the male prisoners.

Based on the successful partnership that was further cultivated between the SLCS, UNDP and PW-SL during the EVD crisis, the apparent need within the sector and the deplorable human rights situation faced by

¹¹ UNDP, “Assessing the socio-economic impacts of the Ebola Virus Disease in Guinea, Liberia and Sierra Leone: The Road to Recovery”, December 2014

¹² UNDP Capacity Assessment Report October 2015, p. 6 and 24.

inmates, UNDP continued its support post-EVD and incorporated key issues into its work on Access to Justice and Security Sector Reform. At the same time, UNDP received a request from the SLCS to carry out a capacity assessment of the institution and make suggestions for its improvement and necessary priorities going forward. A thorough capacity assessment was carried out by an independent prisons expert, under the guidance of UNDP, to establish the current capacity of the SLCS to implement its Strategic Plan and the areas that are in need of improvement.

In its Strategic Plan, the Correctional Services appreciates well the current circumstances of inmates and gives a commendably honest description of the following issues, describing *life in Prison as a daily struggle, the dire situation of overcrowding, lengthy pre-trial detention and its consequences, general situation of detention including lack of adequate food and water, poor conditions of hygiene, sanitation and access to medical services – as well as cases of inter-prisoner violence and these issues are all in violation of the newly revised Standard Minimum Rules for the Treatment of Prisoners*¹³.

On this backdrop, the SLCS's Strategic Plan identifies five thematic areas for change:

1. **Safety and Security of Inmates, Staff and Society** - to ensure that Correctional Centres and society are safe
2. **Inmates Welfare** - to provide the essential services to inmates for their improved wellbeing and for them to live in humane condition and that their human rights are kept and maintained
3. **Reformation, Rehabilitation and Reintegration** - to enable inmates to become law-abiding and productive citizens upon their discharge and minimize recidivism
4. **Human Resource and Logistics Capability** – to improve the capacity to meet with the needs of Correctional facilities
5. **Welfare of staff** – to have well motivated staff to enable them to keep up with the challenges faced in the process of transformation to Corrections.

The capacity assessment carried out through UNDP has looked at the ability of the Corrections Services to achieve the above.

Under the first thematic area, the capacity assessment found that at present, the SLCS does not have the capacity to ensure safety and security of inmates, staff and society. There is currently no method to identify the security risks and criminogenic needs of individual inmates. As a consequence, all inmates are necessarily treated as being high risk. This is both costly and inhibits the inmates progressing through their sentences towards release. Perimeters of correctional centres are not secure and the low escape rate is more due to a compliant inmate population than physical barriers. Any coordinated effort by inmates would have a high chance of mass escape. Despite the name change from 'prisons' to 'corrections' the inmates continue to be managed using outdated management practices. It is necessary that case management and unit management concepts and dynamic security be employed to oust the reliance on static security and remote surveillance techniques. Although improvements in record keeping are claimed, the current important inmate records are stored in insecure, non-fireproof holdings that are open to loss, damage and destruction. The range of records being maintained is rudimentary and needs to be improved in keeping with the UNODC Handbook on Prisoner File Management.¹⁴ There are no procedures or

¹³ See UNDP Report on the Capacity Assessment of the Sierra Leone Correctional Services, 2015.

¹⁴ UNODC Handbook on Prisoner File Management, see https://www.unodc.org/documents/justice-and-prison-reform/Prison_management_handbook.pdf

practices in place that would give confidence that correctional centres and their senior management could respond effectively to save lives in the event of major fire, riot, hostage incident or other emergency. Should Sierra Leone experience terrorist or jihadist events and seek to imprison such perpetrators, there is no current capacity in any correctional centre, either architecturally, physically or procedurally, to accommodate such high risk inmates or other extreme violence offenders.

Under the second thematic area, the capacity assessment found that the Correctional Service does not have the current capacity to provide for inmate welfare, although it does have some plans deserving of being supported. The assessment cited outdated prison infrastructure and overcrowding as two of the main impeding factors. The medical facilities in the correctional centres are far behind community standards in terms of buildings, equipment, pharmaceutical products and medical consumables. Despite the best efforts of staff, these inadequacies result in otherwise avoidable deaths-in-custody, as highlighted above. A survey of 122 inmates carried out as part of the assessment found that their most pressing needs were for better food that was nutritious, medical and dental care, drinking water at all times, and cells that were clean and not overcrowded. It is of obvious concern that the Correctional Service cannot currently provide these basic needs.

Even though the prison population is absent from most national health statistics, many studies have shown that the rates of HIV infection, hepatitis B and C and tuberculosis (TB) among prisoners in all countries are significantly higher than those in the general population¹⁵. A recent sero-prevalence study for HIV in Sierra Leone indicated a HIV prevalence of 2.2 per cent amongst inmate populations, with slightly less than half the prison inmates sampled having engaged in high risk behaviours such as injecting drug use, sex work and unprotected anal intercourse in the last 12 months¹⁶.

The TB relative risk in prisons is higher than in the general population, with transmission in prisons well documented¹⁷. Furthermore, mental health problems and disorders are more prevalent in prisons, with higher rates of suicides than the general population¹⁸.

The abovementioned health risks are frequently aggravated by unhealthy conditions of imprisonment such as lack of space, adequate ventilation and light, lack of clean sanitary facilities or means for personal hygiene, inadequate nutrition and violence. This is further aggravated by the lack of qualified health care personnel and inadequate health equipment and infrastructures in the Sierra Leone context.

Prisons are closely linked to communities as the vast majority of prisoners will eventually leave prison and reintegrate back into their respective communities. In addition, prison personnel constantly oscillate between prisons and their communities. According to the review by Fazel and Baillargeon of how prisons affect public health, prisoners whose physical and mental illnesses are not adequately dealt with during incarceration may "... act as reservoirs of infection and chronic disease, increasing the public health burden of poor communities".

Prisoners have a basic human right to health, which is established on various foundations of fundamental human rights, most notably Article 12 of the International Covenant on Economic, Social and Cultural Rights¹⁹. In its guidance to states, the United Nations Committee on Economic, Social and Cultural Rights

¹⁵ *HIV in prisons: situation and needs assessment toolkit*. Vienna, United Nations Office on Drugs and Crime, 2010

¹⁶ Seroprevalence study for key populations, Sierra Leone. May 2015, Ministry of Health and Sanitation (MOHS).

¹⁷ Baussano I et al. Tuberculosis incidence in prisons: a systematic review. *PLoS Medicine*, 2010, 7.

¹⁸ Fazel S, Baillargeon J. The health of prisoners. *Lancet*, 2011, 377:956–965.

¹⁹ *International Covenant on Economic, Social and Cultural Rights. United Nations General Assembly Resolution 2200A (XXI)*. New York, United Nations, 1966.

laid out the scope and content of the right to health "... the right to health must be understood as a right to the enjoyment of a variety of facilities, goods, services and conditions necessary for the realization of the highest attainable standard of health"²⁰. Under these guidelines, the necessary prison healthcare facilities and services should meet the following qualities:

- *availability*: facilities, services and goods have to be available in sufficient quantity, including the underlying determinants of health, such as safe and potable drinking-water as well as adequate sanitation facilities, hospitals, clinics and other health-related buildings, trained medical and professional personnel and essential drugs;
- *accessibility*: facilities, services and goods and health-related information have to be physically and economically accessible (affordable) without discrimination, especially to vulnerable or marginalized populations;
- *acceptability*: facilities, services and goods must respect medical ethics, respect confidentiality and improve the health status of those concerned;
- *quality*: facilities, services and goods must be scientifically and medically appropriate and of good quality which requires (among other things) skilled health care staff, scientifically approved and unexpired drugs and equipment, safe and potable water and adequate sanitation

The assessment found, under thematic area three, that the Correctional Service has a developing capacity to provide for the reformation, rehabilitation and reintegration of inmates but requires assistance. The 2016 staffing plan includes the introduction of 30 social workers and 30 counsellors, however the government has not yet allocated funds to ensure for their effective recruitment but this has now been promised for 2017. This is a commendable start but more will be required. These new arrivals will be in need of orientation programmes, treatment manuals and training to deliver programmes to address offending behaviours in areas such as drug and alcohol abuse, domestic violence, sex offending, anger management, and cognitive distortions. None of these are available at present. Work opportunities in the Correctional Centres can at best currently be described as cottage or hobby based and inmates are for the most part idle and unoccupied. Centres for maximum and medium security offenders need to include factory like constructions where work can be performed for Correctional Services internal use and contracts for profit in partnership with the private sector can be developed. Inmates at minimum security level need to be located on low security prison farms where they can grow produce for consumption in the centres and for sale/gift to hospitals and/or schools, for example. Recently, the SLCS has entered into a Memorandum of Understanding (MOU) with the Sierra Leone Opportunity Industrialization Centre (SLYC) which has been established through an Act of Parliament. The MOU will ensure professional certification of skills acquired by inmates, including literacy, agriculture and different workmanship. The SLCS' target is to certify 230 sentenced prisoners within the first year. Furthermore, the SLCS is looking to expand the MOU to also include Training of Trainers when necessary financial support is obtained, so that Correctional Officers will be capacitated and certified gradually to train and certify even a greater number of inmates within the Correctional Facilities. This will ensure for sustainable skills and employment programmes within the Correctional Facilities.

At present there are no pre-release, reintegration or post-release programmes although small measures are included in the Criminal Procedure Bill and are potentially enabled through rule 90 of the *Correctional*

²⁰ *Substantive issues arising in the implementation of the International Covenant on Economic, Social and Cultural Rights. General Comment No. 14 (2000). The right to the highest attainable standard of health (article 12 of the International Covenant on Economic, Social and Cultural Rights)*. New York, United Nations, Committee on Economic, Social and Cultural Rights, 2000.

Services Act 2014. The Correctional Services does have a good and improving relationship with NGOs and CSOs who are capable and willing to assist in these positive endeavours.

Thematic areas four and five are of equal importance for the work of development partners, including UNDP in the quest to ensure overall improved service delivery for inmates and institutional capacity development. Some of the human resources capacity support will be included through a focus on sustainable human rights training for SLCS staff and advocacy with government for increased budgetary allocation for the SLCS.

The focus of this project is to assist the SLCS to implement areas of its Strategic Plan that corresponds both with goals set out in the AfP and which UNDP through the United Nations Development Framework 2015-2018 (UNDAF) have pledged to support the government to achieve. The main focus will be on strengthening the capacity of the institution and improving the human rights situation of prisoners in line with national and international standards. More specifically, UNDP will concentrate on the first three areas of the Strategic Plan, as outlined above. Key activities will involve:

1. Supporting the SLCS, the Correctional Council and other stakeholders to reform the correctional rules in order to ensure that they are compliant with international standards;
2. Supporting the SLCS to classify and assess inmates according to security risk and individual need; to manage inmates using contemporary practices; and to manage records, warrants and detainers;
3. Support the SLCS in developing a strategic infrastructure plan that will safely and humanely cater for numbers of inmates;
4. Decongestion of overcrowded facilities through Prison Court pilot, legal assistance, which will be linked to UNDP interventions with the Judiciary and the Legal Aid Board and CSO's, as well as improved case management within the prison sector and the justice sector more broadly;
5. Development of treatment programs, rehabilitation programs, skills development and cottage industries for inmates that will also help to make prisons self-sufficient when it comes to food, water and furnishings, and will provide inmates with professional certification of skills acquired to help them return to society and counter recidivism;
6. Carrying out of a human rights audit of pilot prisons including building the capacity of SLCS staff to implement a human rights based approach to prison management;
7. Provision of community standard health services for inmates

II. STRATEGY

The risk of serious conflict arising as a result of the weaknesses in governance, lack of adherence to human rights principles and rule of law remains real in Sierra Leone. Both justice and security sectors continue to need support to improve internal capacity, oversight and planning. Accordingly, UNDP's support to the courts, prosecution, police, and corrections service remain key in its overall peacebuilding and conflict prevention strategy. UNDP has made significant strategic interventions aimed at improving rule of law and security institutions, and continues to enjoy a strong partnership with the GoSL.

UNDP recognizes the need for high quality programming in order to respond to the evolving national priorities in a coordinated and harmonized manner. Consequently, this project is consistent with the UNDAF 2015 - 2018, the strategic framework that describes the collective actions and strategies of the

United Nations to the achievement of national development priorities. UNDP's support to the justice and security initiatives is consistent with pillar seven (7) of the UNDAF that aims at addressing Governance and Public Sector Reforms. This project document is further anchored within the Country Project Document (CPD) 2015 – 2018 which details the development goals and strategies aimed at achieving the key development outcomes. The CPD is aligned to the country's longer-term development needs as articulated in the AfP – the GoSL's development plan discussed above. The CPD also emphasizes UNDP's focus on monitoring and evaluating the effectiveness of interventions, which will be a common theme across this project. Consistent and high quality data will be gathered to measure and review the success or otherwise of the approach and interventions adopted.

To ensure national ownership and sustainability, the project strategy is built on the priorities of the SLCS as outlined in their Strategic Plan, the wider Government development strategy – the Agenda for Prosperity – and the results of the recent capacity assessment, which was commissioned by UNDP upon request by the SLCS. The capacity assessment, which has been fully endorsed by the SLCS, provides an excellent insight into the current needs of the sector and how synergies between UNDP's interventions – such as tackling case backlog at the Judiciary and a focus on legal aid strengthening under the current Access to Justice programme – can be taken advantage of in order to improve the functioning of the SLCS and the human rights situation of inmates. The project will be implemented by UNDP and the SLCS in partnership building on already good working relations established during the Ebola crisis as well as with civil society organizations working with detainees and prisoners' rights and legal aid. In addition, UNDP will capitalise on its long-standing partnership with the Human Rights Commission of Sierra Leone, an institution with the mandate to regularly monitor the country's prisons, in order to affect change from the top down and to track the success of the project based on the impact on the lives of inmates, as recorded by the Commission. This would be achieved within the broader collaboration with the Human Rights Commission under the Rule of Law Programme.

Sustainability

It has been repeatedly noted that Sierra Leone institutions are over-reliant on donor support to implement many core services and processes. This has been exacerbated by the EVD crisis, as acknowledged by the National Early Recovery Strategy and the UN Early Recovery Strategy. There is an urgent need to provide support to Correctional services due to the current human rights situation faced by inmates, and the potential for conflict as a result. However, the project will avoid supporting pure operational costs and instead will focus on priority areas that will improve life in prison, reduce risks to inmates, prison staff and the surrounding community and will strengthen the capacity of the SLCS to become more self-sufficient. Any operational costs will be minimal and will be phased out through assisting the SLCS to advocate for more resources and through setting up programmes within correctional facilities (such as furniture making, farming...etc.) that will reduce reliance on Government and donor funds for feeding and general operational costs.

Programme Outcomes, Outputs and Activities

As highlighted above, this project is built around national strategies and action plans and falls under UNDP CPD Outcome: *Justice and security sector delivery systems improved in compliance with international human rights standards.*

The overall goal of the Project is the successful implementation of priority aspects of the Sierra Leone Correctional Services' Strategic Plan that is aligned both with the AfP and the Justice Sector Reform Strategy and Investment Plan III.

Specific outputs are as follows:

Output 1: Institutional capacity of Correctional Facilities is improved in accordance with international human rights standards for inmates and staff

Output 2: Capacity of SLCS staff strengthened to ensure the welfare of inmates and the safety and security of society

Under Output 1, the following results and associated activities are expected:

Activity Result 1.1. Case Management system in place in selected Correctional Facilities and effective processes are well-established to classify detainees

Action 1.1.1. Support the SLCS to establish effective detainee/prisoner file and case management: The Mandela Rules require that there shall be a standardized prisoner file management system in every place where persons are detained. Such a system may be an electronic database of records or a registration book with numbered and signed pages. Procedures shall be in place to ensure a secure audit trail and to prevent unauthorized access to or modification of any information contained in the system. No person shall be received in a prison without a valid commitment order and file management systems should include information related to the judicial process, including dates of court hearings and legal representation. Prisoner file management systems shall also be used to generate reliable data about trends relating to and characteristics of the prison population, including occupancy rates, in order to create a basis for evidence-based decision-making.

There has been some improvement in the file management systems in place in selected correctional facilities in Sierra Leone. During the EVD outbreak, UNDP supported PW-SL and the SLCS to set up a basic case management system in order to improve record-keeping and to assist with the legal aid scheme. However, this was on a pilot basis and has not been fully maintained in the main Freetown Correctional Facility, where the majority of the country's inmates are currently held.

Under this action, an assessment will be carried out to establish the status of the current file management in place at all 17 Correctional Facilities and the appropriate system linking with SLCS to institutions within the justice chain (Judiciary, LOD). The system will be aligned to that of the Judiciary, a case management system currently being implemented with the support of INL and UNDP. Once the file management system is developed by an expert consultant, in partnership with the SLCS, key staff members will be trained to operate the system. These staff members will be assigned by the SLCS, with the commitment that, if they are to be rotated to fill other roles after a year, they will train replacement staff members on how to effectively operate the system. In addition, all Correctional Managers, Deputy Correctional Managers, Members of the Monitoring and Evaluation Unit and all Records Officers are to be trained in the records management requirements of the Mandela Rules as detailed in the UNODC Handbook on Prisoner File Management.

Action 1.1.2. Pilot Classification and assessment of inmates are carried out at Port Loko, Mafanta, Magburaka and Kenema Correctional Centres including production of best practices manual for rolling out in all Correctional Facilities: This activity would among other things ensure a study is carried out across correctional facilities to determine the actual capacity of each correctional facility as well as identifying their security level. Classification in the correctional context refers to the procedure of placing prisoners in

one of several custody levels (e.g., maximum, medium, and minimum) to match offender needs with correctional resources (e.g., the type of facility to which they will be assigned, and the level of supervision they will receive once they are there). Prison classification systems are intended to differentiate among prisoners who pose different security risks and/or have various management issues. Currently all prisoners in Sierra Leone correctional facilities are treated as maximum security risk – which is unnecessary, costly and compromises human rights.

Assessment is a corrections process that is closely related to but distinct from correctional classification. Instruments for correctional assessment typically cover two areas: (1) risk, and (2) needs of the offender. The risk refers to the danger to self, others, and the community that is presented by the offender. The assessment of the offender's needs may include measurements related to education, employment, financial situation, interpersonal relationships, family/marital conditions, accommodation, leisure and recreation, companions/associates, alcohol and drug abuse problems, suitability for treatment and mental health issues. This is a useful precursor to rehabilitation activities planned in accordance with the new Correctional Service Act 2014. Currently no assessment on inmates is carried out in Sierra Leone's correctional facilities.

Under this action, all inmates will be classified to obtain a security risk rating of maximum, medium or minimum security and assessed for criminogenic and personal needs. For the purposes of this project, a pilot will first be carried out in Port Loko, Mafanta, Magburaka and Kenema Correctional Centres. The reasons for this selection is that these facilities have sentenced and remand detainees; have male and female inmates; will accommodate medium and minimum security rated inmates.

The pilot phase will require:

- (a) Classification and Assessment Officers to be appointed at each pilot location.
- (b) Security classification and needs assessment tools to be developed by a consultant
- (c) Pilot programme carried out and lessons learned gathered
- (d) Procedure manual to be written in order to guide the process in the rest of the country

Activity Result 1.2. Correctional Facilities are decongested and equipped to provide services for the inmate population to ensure reintegration to society

Action 1.2.1. Bail/Case review through Prison Courts and legal aid scheme to reduce overcrowding
Approximately 2,000 un-convicted and 1,600 sentenced inmates currently make up Sierra Leone's total prison population of around 3,600 males and females. As noted several times above, this number is housed in a correctional system that has an official capacity of less than 1,800 and therefore, the inflated numbers have led to severe overcrowding, inhumane conditions of detention and various human rights abuses.

A major contributor to the overcrowding is the 55% of the prisoner population who are on remand (awaiting or on trial). This figure is unacceptably high by international standards where 25% is generally considered the upper limit. In order to address this issue, the project will capitalise on partnerships with civil society and justice sector actors under UNDP's Access to Justice Project to establish prison courts to expedite the hearing of minor criminal offences and carry out bail reviews.

The Prison Courts will be established in collaboration with the Judiciary, the Ministry of Justice and the Correctional Services within the precinct of correctional facilities to hear cases of inmates on prolonged

pre-trial detention or minor offenders for whom bail ought to have been granted in their case. In order to implement the bail review process, the records office at each centre holding un-convicted offenders will appoint one or more 'Bail Officers' to undertake a review to identify (i) those offenders for whom no bail amount has been set, (ii) those offenders who have had bail set but are not able to afford the amount or conditions set, (iii) those offenders who have had bail refused for unclear reasons. Those offenders who have not had a bail set will have their names/cases made known to legal aid providers and the presiding court with a request that a bail review be undertaken and a bail set. Those offenders who have been unable to afford their bail are to have this information conveyed to the courts, through the SLCS and legal aid provider, with a request that a review be undertaken with a view to setting an affordable amount. At the request of offenders, Bail Officers will contact family members, friends, employers etc. with a view to having such persons stand bail for the offender. For offenders who have had bail arbitrarily refused, the decision will be reviewed by another magistrate/judge with assistance from legal aid providers.

In order to implement expedited hearings, which have been carried out in the past through UNDP support to the Judiciary,²¹ the Records Office will undertake a review of all cases where the offender has indicated an intention to plead guilty and will pass on this information to legal aid providers and the courts with a view to matters being heard expeditiously and with sentencing discounts applying for early pleas.

Such information is to be provided to the legal aid providers and courts on a monthly basis together with advice as to the level of overcrowding in respective correctional centres. In this way the SLCS will be taking a proactive role to reduce overcrowding rather than relying on the courts and will also be pushing and advocating for more frequent sittings and fair trial rights of prisoners.

Once the file management system is put in place, some of the above measures will become more achievable. In addition, when it comes to sentenced inmates and in order to further tackle overcrowding, the SLCS will be supported to assist inmates to make application for release under the Prerogative of Mercy (section 69 of the Constitution) on the basis of the additional serious hardship created by the overcrowding. They should be assisted in making these applications by staff at each correctional centre and through enlisting the efforts of legal aid providers (state and non-state). Record Offices at each institution will be supported to ensure that inmates receive their remission and are released at their earliest eligibility date²² and every opportunity will be taken to report of those inmates who are good candidates for release to the Correctional Council, based on good behaviour and other merits.²³ These efforts are low/no cost and could have an enormous positive impact.

Finally, UNDP will support the SLCS to advocate for overcrowding remission, through lobbying the State to fix a maximum number of sentenced inmates that can be imprisoned at any one time either in specific correctional centres or the correctional service as a whole. Once that number is reached each additional sentenced inmate received into the centre must be met with a corresponding release of the inmate who would next be scheduled for release at the expiration of his sentence. Such a remission scheme can be justified in that a sentencing judge fixes a term of imprisonment based on the normal operations of the correctional system and does not take into account any additional burden or deprivation that would apply to inmates in an overcrowded system. Had they done so they may well have issued a reduced sentence. A position paper will be developed, setting out the levels of overcrowding and the way in which this scheme

²¹ For example, in order to reduce case backlog in the aftermath of the EVD crisis, during which courts had not been sitting

²² S. 59 of the Correctional Service Act 2014 provides for the granting of remissions of one – third of the sentence.

²³ Section 61 requires that the Director General submit to the Council a report on the general condition and conduct of every inmate undergoing imprisonment for life or for a term exceeding four years at the end of every two years, and that a Board shall consider such reports and provide advice to the Council, presumably on whether the inmate is suitable for release.

might work, including inclusion/exclusion criteria, to be forwarded to the Correctional council for consideration under Rule 90 (f) of the Correctional Service Act 2014.²⁴

Action 1.2.2. Development of Accommodation Master Plan: The Kampala Declaration on Prison Conditions in Africa 1996 states that inmates “should have living conditions which are compatible with human dignity” and that conditions in which inmates are held “should not aggravate the suffering already caused by the loss of liberty. This declaration is obviously at odds with a system where the space allocated to inmate is the square of the width of the inmates times the length of their body. Mandela Rule no. 10 states that “All accommodation provided for the use of prisoners and in particular all sleeping accommodation shall meet all requirements of health, due regard being paid to climatic conditions and particularly to cubic content of air, minimum floor space, lighting, heating and ventilation. There is, however, no accepted international standard for the size of individual cells or multiple occupancy dormitories.

In the absence of such it is necessary that correctional services develop their own standard. In Kenya the minimum space required is 3.7 sqm per inmate; in Mauritius it is 4.08sqm. In the absence of a standard for Sierra Leone it is possible to routinely cram more inmates into the available space. For the purpose of this project it is recommended that the figure of 4 sqm per inmate be used as a minimum space requirement.

The authorised capacity of the Correctional Centres is as follows: Freetown Male (324); Freetown Female (18); Bo (80); Bonthe (80); Moyamba (65); Pujehun (76); Matru Jong (60); Kenema Male (150); Kenema Female (32); Sefadu (200); Kailahun (75); Makeni (80); Port Loko (120); Kabala (80); Kambia (80); Magburaka (75); Mafanta (200). The total capacity for all 17 facilities is therefore 1,895 inmates versus the current over 3,314²⁵ inmates housed. In addition, the analysis of capacity is outdated and appears to be arbitrary, not taking important factors into consideration; for example, whether cells have beds/bunks or whether sleeping is on the floor and or whether toilets/buckets are included within the space.

Under this action, all inmate accommodation areas will be re-assessed by SLCS together with the Ministry of Works to determine the actual number of inmates that can be accommodated therein based on having 4 square metres of floor space for each inmate – exclusive of washing and toilet areas. In new facilities this measurement should be 5.4 square metres in keeping with the International Committee of the Red Cross standards. Officers from the Monitoring and Evaluation Unit at SLCS HQ will be supported to carry out these measurements at all locations to ensure continuity and accuracy of measurements. At the completion of the exercise the actual capacity for accommodation will be known with certainty and the SLCS can begin to identify options for increasing accommodation at those locations that are overcrowded. The current overcrowding rates stand as follows:

- Freetown Male at 523% of capacity
- Bo at 294% of capacity
- Moyamba at 178% of capacity
- Kenema at 145% of capacity
- Makeni at 327% of capacity
- Port Loko at 158% of capacity and
- Magburaka at 165% of capacity²⁶

²⁴ See Rule 90 proposed intervention below

²⁵ Figure provided 8 June 2016 by SLCS, but fluctuates on a daily basis based on movements in and out of correctional facilities.

²⁶ Percentages calculated during expert consultant assessment of Correctional Services October 2015.

Although UNDP will not construct facilities, the SLCS will be supported to identify options for increasing accommodation at those locations that are not overcrowded but to which inmates from overcrowded locations can be transferred i.e Mafanta; to identify temporary and permanent options outside of the correctional estate that might be used for accommodation – i.e. Moyamba Ebola isolation centre, former high schools, failed tourist resorts, etc.; to develop building options for a combined Remand Facility servicing the Waterloo Courts and a ‘Training’ Correctional Centre a Maximum and Medium Security Levels for construction on the Staff Training Academy site; and finally, to use the above information to construct an Accommodation Master Plan that can be presented to Government and donors for funding.

Action 1.2.3. Industry Master Planning for rehabilitation and increased self-sufficiency of prisons: Correctional Industries should provide inmates with marketable skills and job training so that they can support themselves and their families upon their release into the community, and avoid recidivism. After the initial start-up, where establishment money is required to purchase equipment and develop contracts, industries should be financially self-sufficient and begin to make a return on investment to the Government.

Under this project, correctional industries will be developed on a pilot scale that reduce the costs of imprisonment by Correctional Centres becoming self-sufficient and generating income; and make productive use of inmates’ time, develop inmate skills; and enable them to earn an income.

The pilot will involve the establishment of workshops in existing facilities and the setting up of one prison farm. Groundwork will have to be carried out, including identification of a location for a prison farm (possibly Mafanta), in which minimum security inmates can be held on open land. It will also be necessary to determine the crops and livestock that can be produced for internal consumption and as cash crops – i.e. vegetables, fruit, palm oil, beef, goats, poultry, eggs. For the workshops, it will be necessary to identify locations where there is room to construct a workshop or where a suitable sized workshop exists – i.e. Freetown Male Correctional Facilities – and meet with private companies who can provide supplies in exchange for labour and products. Training/upskilling of inmates will also need to be planned.

Once the above information is gathered in a plan, UNDP will support the SLCS and CSOs to implement the Industries Plan on a pilot basis, with a view to expansion and eventual self-sufficiency. It is estimated that prison industries should provide 80% of foodstuffs and inmate clothing and 100% of beds/bunks. The industries plan will also include an earning scheme for inmates, to ensure that they are being paid fairly for their labour and that they have the opportunity to build some financial security for themselves when they are released. This will also help to decrease recidivism.

In addition the SLCS will be supported to implement the MOU with the SLYC and over two years ensure for professional certification of 100 Correctional Officers (Training of Trainers) to undertake vocational training, agriculture, workmanship and literacy courses, as well as ensure certify 500-600 sentenced prisoners enabling them to re-integrate into society with better prospects of finding employment upon release. After two (2) years, the SLCS shall gradually be capacitated to take over the professional programmes and certification presently undertaken by the SLYC.

Output 2: Strengthened capacity of SLCS staff to ensure the welfare of inmates and the safety and security of society

Under Output 2, the following results and associated activities are expected:

Activity Result 2.1. Capacity of the SLCS staff to uphold human rights of inmates is improved

Action 2.1.1. Support the SLCS and partners to draft the new Correctional Rules in compliance with international standards: The Correctional Service Act 2014 at Rule 90 provides for a number of important areas of correctional management to be developed for approval by the Correctional Council, which is chaired by the Vice-President. A Sub-Committee has been formed for this purpose, which in turn is chaired by the Commissioner of the Public Service Commission. Experience shows that a committee structure is time consuming, expensive and unsuitable for drafting documents and that this is best left to an individual or small team, and that the committee then acts to review, endorse or modify the work that has been drafted.

The drafting of these Rules must have a very high priority. There are approximately 24 areas that have been identified in the Act as requiring the development of supporting Rules. These include many of the most important activities that take place inside correctional centres relating to the human rights of inmates and safety of staff and society. The Sub-Committee recently agreed that a small team including representatives from the SLCS, civil society, the Bar Association, the Human Rights Commission and the Council would draft the new rules, under the guidance of international experts that have already been identified. This process has already taken place in Kenya through the same expert guidance and practitioners from Kenya recently travelled to Sierra Leone to exchange with the Sub-committee and the SLCS, as supported by UNDP.

This area of policy/legal development is inherently linked to UNDP's governance mandate. Support to the SLCS and international experts for the drafting of the new rules will not only help to build the capacity of the SLCS, but will ensure national ownership and meaningful improvements in the sector.

Once the new Rules have been drafted (approximately 4-6 weeks including remote desk work by a consultant) and approved a training programme will be developed and refresher training conducted for all existing correctional staff on the new correctional rules.

Action 2.1.2. Human Rights Audit pilot (including South-South cooperation): The Mandela Rules, formerly the Standard Minimum Rules for the Treatment of Prisoners, set out what is generally accepted as being good principle and practice in the treatment of prisoners and the management of institutions on the basis of the general consensus of contemporary good practice – not best practice. From field visits and other sources, it is open to observe that the Sierra Leone Correctional Service is not in compliance with the Mandela Rules. As a precursor to seeking additional funding – either from Government or from donors – to address the many shortcomings, it is reasonable that work be undertaken to determine, on a centre by centre basis, just what Rules are being met, those that are not being met, and what is required in order to gain compliance.

Based on the successful Raoul Wallenberg Institute (RWI) programme in partnership with the Kenya Prison Service, this project will intervene to (a) train Human Rights Officers and Correctional Managers in the Mandela Rules, (b) conduct audits of selected correctional centres, and (c) identify areas for remedial attention or improvement. The RWI will be engaged to provide guidance and expertise. Several of the management team and staff of the SLCS will be supported to visit the RWI in Kenya, to observe pilot sites in order to see first-hand and to hear what has been able to be achieved through the mechanism of the RWI audit programme.

This approach will provide an excellent opportunity to improve the human rights situation in Sierra Leone's prisons and also to monitor the progress of the project in this regard.

Action 2.1.3. Improve the health and wellbeing of Inmates through the refurbishment of health infrastructure and development of Briefing Note for MIA; and Action 2.1.4. Provision of healthcare equipment to prison clinics: As noted above, inmates do not have access to adequate health care or rehabilitation programmes, despite Principle 9 of the United Nations Basic Principles for the Treatment of Prisoners states that "prisoners shall have access to the health services available in the country without discrimination on the grounds of their legal situation"²⁷.

As the provision of health services to inmates is an undertaking that is expensive and for which the Correctional Service has no particular expertise or interest, it is recommended that the Ministry of Health and Sanitation (MOHS) assume responsibility for the provision of healthcare for prison populations. This is supported at the global level by WHO, UNODC and the Joint United Nations Programme on HIV/AIDS (UNAIDS) that state "In the longer term, transferring the control of health in closed settings to public health authorities will have a positive impact on both prison and public health in general..."²⁸. Furthermore, there are countries around the world that, in recognition of this, have transferred responsibilities from its prison authorities to its health authorities.

The Mandela Rules provide at 22. (1) and (2) that:

(1) At every institution there shall be available the services of at least one qualified medical officer who should have some knowledge of psychiatry. The medical services should be organized in close relationship to the general health administration of the community or nation. They shall include a psychiatric service for the diagnosis and, in proper cases, the treatment of states of mental abnormality".

(2) Sick prisoners who require specialist treatment shall be transferred to specialized institutions or to civil hospitals. Where hospital facilities are provided in an institution, their equipment, furnishings and pharmaceutical supplies shall be proper for the medical care and treatment of sick prisoners, and there shall be a staff of suitable trained officers".

The best way to ensure that health services for inmates are organised in close relationship to the general health administration in the community is to have the Ministry of Health and Sanitation assume responsibility for the provision of inmate health services as a component of its public health function. UNDP will support the preparation of a briefing note for the Minister of Internal Affairs to discuss with the Ministry of Health and ensure realigning responsibilities for the improvement of basic health services within the Correctional Facilities. The intention within the lifespan of the project would be to ensure gradual transfer of responsibility from the SLCS to the MOHS for the healthcare of inmates.

In the interim, in order to ensure that basic primary healthcare is provided to all inmates, the project will refurbish existing health clinics in selected correctional centres (minimum of 5 populated correctional facilities) to the equivalent community peripheral health unit (PHU). The recent capacity assessment across correctional facilities identified a lack of basic health equipment and infrastructures. The support within

²⁷ *Basic principles for the treatment of prisoners. United Nations General Assembly Resolution 45/111. New York, United Nations, 1990.*

²⁸ *HIV prevention, treatment and care in prisons and other closed settings: a comprehensive package of interventions. Vienna, United Nations Office on Drugs and Crime, 2013.*

this project will ensure that correctional facilities are provided with basic infrastructures to enable them to provide basic healthcare services to inmates.

Action 2.1.5. Provide training to SLCS counsellors and social workers to establish and implement treatment programs for the well-being and rehabilitation of inmates: Regarding the general well-being and rehabilitation of inmates, as mentioned above it is expected that 30 social workers and 30 counsellors will join the SLCS team in 2016. These new recruits must be provided with structured programmes to deliver to inmates rather than rely on ad-hoc and informal one-on-one counselling, which has limited records of success. The needs of inmates will be identified and recorded during the inmate classification and assessment described in 1.2 above. A number of low intensity group programmes of 4 – 8 sessions will be developed that target offending behaviours and provide for the rehabilitation and reintegration of offenders in such areas as:

- Substance abuse;
- Domestic and gender based violence;
- Anger management;
- Life skills and decision making;
- Pre-release preparation

The new recruits will be trained in order to develop and provide services through the guidance of a consultant. This action will be the key to ensure that the 2014 Correctional Service Act brings improvements in practice and not in name only.

UNDP's Comparative Advantage

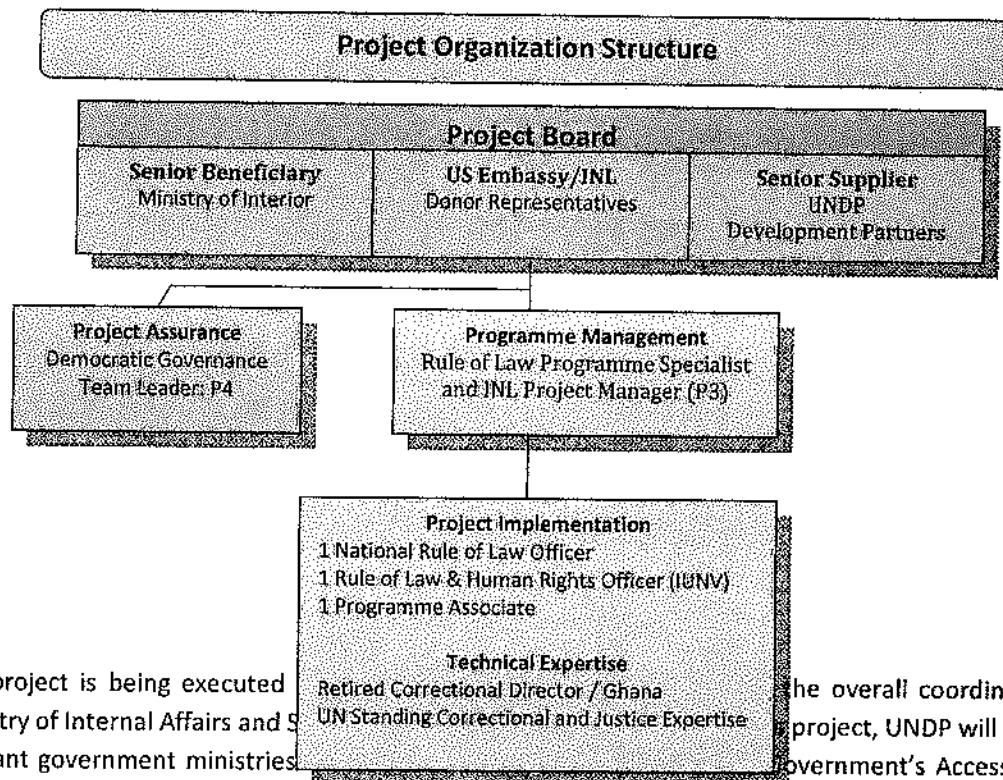
UNDP's history of support to strengthening the rule of law, improving human rights, capacitating Government institutions and policy/law reform makes it an ideal Development Partner to deliver this project. UNDP has a strong comparative advantage as a known partner within key institutions, and strong credibility. For example, UNDP's successful partnership with the SLCS and NGOs such as PW-SL to prevent an Ebola outbreak in prisons is an excellent precursor for this project. The capacity assessment recently funded by UNDP also provides an excellent baseline and justification for the proposed interventions to be led by UNDP.

The project will benefit from UNDP's expertise and experience in the broader areas of Access to Justice and Security Sector Reform and parallel interventions with the Judiciary, the Sierra Leone Police and the Human Rights Commission of Sierra Leone. The Project could also benefit from the expertise of the UN Justice and Corrections Standing Capacity (JCSC) Team based in Brindisi, Italy.

Partnerships and Coordination

The Project will work in synergy with sister agencies in the United Nations Country Team (UNCT) through the institutionalized coordination mechanism of the UN Development Assistance Framework 2015 - 2018. At the level of implementation, the project will build strong partnerships with development partners and donors to ensure complementarity in our work and avoid overlaps. Given the expected size of Dfid's new programme the UNDP Rule of Law Programme will be actively engaged with them to ensure complementarity of activities. UNDP will also work with experts in the field, including the UN Justice and Corrections Standing Capacity (JCSC) Team and the expertise of the retired Correctional Director from Ghana that has offered her expertise to support the implementation of the project.

Management Arrangements



The project is being executed by the Ministry of Internal Affairs and Security and other relevant government ministries.

The overall coordination of the project, UNDP will partner with the Government's Access to Security and Justice Programme (ASJP) or any other selected programme of the DFID, UNICEF, and other UN Agencies, as well as NGOs, to implement activities specified in Annual Work Plans (AWPs).

The **Project Review Board (PRB)** will be chaired by a representative of the Ministry of Internal Affairs, co-chaired by UNDP and its members will include INL and US Embassy Political Affairs Officer in Sierra Leone as well as other implementing partners. The PRB will align with the current arrangements under the Rule of Law Programme. To ensure optimal project coordination, the Project Review Board can invite other partners as needed. The role of the Project Board will be to:

- (i) Make management decisions when these are sought by the Project Manager
- (ii) Based on the approval of AWPs, review implementation progress
- (iii) Review and make recommendations on revisions to the project, when tolerances have been exceeded
- (iv) Review and make recommendations on the funding of the project
- (v) Review progress towards the project's overall objective and intended outputs
- (vi) Review and recommend on other actions in special circumstances

The Project Review Board will also be responsible for resolving any emerging conflicts or problems that could negatively impact on the project's implementation. The Project Review Board will meet twice a year evidenced by the minutes and participants lists.

The Project will contribute to UNDP's larger Rule of Law Programme. The **Project Team** will be composed of a Rule of Law Programme Specialist and INL Project Manager and a Senior National Rule of Law Officer, a Rule of Law & Human Rights Officer (IUNV) and a Programme Associate who will be responsible for the day to day implementation of the project. The Rule of Law Programme Specialist will provide oversight;

quality assurance and technical support where required at the programme level. The INL Project Manager will take a lead role to ensure progressive implementation of agreed activities. The project will benefit from contribution of the National ROL Officer, the ROL & HR Officer and the Programme Associate. The DPKO Justice and Corrections Standing Capacity (JCSC) based in Brindisi would be called upon to provide their expertise and support to the implementation of the project. All personnel will be based in Freetown, with regular visits to the provinces to monitor activities closely. As mentioned previously the Programme is designed to ensure flexibility and if required by a change in circumstances in the field, staff may be deployed temporarily outside of Freetown. The Project Team will be in charge of the day-to-day implementation of the project under the leadership of the Rule of Law Programme Specialist, including the work plan, budget planning and oversight, drafting terms of reference for the acquisition of services and goods, elaborating and implementing a procurement plan, and the oversight of operations. The Rule of Law Programme Specialist will be responsible for ensuring the project Results are achieved within the predicted timelines, and providing financial and progress reports as required.

The Project will be implemented through a combination of direct implementation, partnerships with government, administrative counterparts and NGO/INGO implementation modalities under the overall coordination of the Rule of Law and Access to Justice Programme and Project Board and in line with UNDP's results-based management approach.

The **UNDP Country Office** in Sierra Leone will provide general supervision and project assurance.

Monitoring and Evaluation Framework

Project monitoring and evaluation (M&E) will be conducted in line with UNDAF. The Project Review Board involving UNDP, INL, US Embassy, MIA and the SLCS as well as strategic partners will be in charge of overall programme oversight. The Board will hold regular meetings (twice a year) to discuss the programme implementation and assess its progress. The Results and Resources Framework (RRF) incorporated into this document will be the touchstone for performance monitoring and reporting. The Government of Sierra Leone and UNDP will be responsible for setting up the necessary M&E mechanisms in order to ensure continuous M&E of the project's results and impact, as well as to ensure efficient resource utilization, accountability, transparency and integrity.

M&E Plan

Tracking the achievement of planned results for each activity within the annual work plan and reporting progress to the Project Review Board and giving feedback to the implementing partners will be the responsibility of the Rule of Law Programme Specialist. He/she will ensure that a results-based monitoring plan is developed and approved by the Project Review Board, with SMART indicators which will facilitate effective monitoring. The Rule of Law Programme Specialist will provide semi-annual results reports to the Project Review Board, or as often as is required by the Board.

The specific mechanisms that will be used to monitor the achievement of results will include:

- i. Semi-annual progress and financial reports, prepared by the Rule of Law Specialist for review by the Project Board; a standard reporting format will be used;
- ii. Annual progress report, technical and financial report prepared by the annual work plan implementing agency and/or the ERP Atlas system at the end of the year;

- iii. Semi-annual meetings of the Project Review Board will be convened to review progress reports and to ensure the project results are achieved and where necessary, recommend a change in implementation strategy.

All programme activities will be closely monitored by UNDP Country Office. The project shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP. UN staff working in the joint UN Field Offices will be mobilized to provide monitoring functions at the field level.

Legal Context

The programme document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Sierra Leone and UNDP, signed on the 21st December 1977. Consistent with the Article 111 of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- (i) Put in place an appropriate security plan, and maintain the security plan, taking into account the security situation in the country where the programme is being carried;
- (ii) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest notifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list on the accessed via <http://www.un.org/Docs/sc/committees/1267/1267Listing.htm>. This provision must be included in all sub – contracts or sub – agreements entered into under this Programme Document.

II. RESULTS AND RESOURCE FRAMEWORK

<i>Project Title: From Prisons to Correctional Facilities: Improving the Human Rights Situation in Sierra Leone's Detention Centers</i>			
Project Title: <i>From Prisons to Correctional Facilities: Improving the human rights situation in Sierra Leone's detention centers</i>			
UNDAF Outcome(s): Pillar 7 Governance and Public Sector Reform, Outcome B. Justice and security sector delivery systems improved in compliance with international human rights principles			
Expected CP Outcome(s): Justice and security sector delivery systems improved in compliance with international human rights principles			
Expected Output: 4.1 Targeted state institutions and constitutional bodies are able to provide effective justice and security services in an accountable manner at national and local level			
Implementing Agencies: UNDP Sierra Leone, Sierra Leone Government, the Correctional Services and civil society organizations			
Applicable Key Result Area (from Strategic Plan): 3. Countries have strengthened institutions to progressively deliver universal access to basic services			
Partnership Strategy: Collaboration with UNCCT, MIA, SLCs Management, JCSC, NGO			
Project title and ID (ATLAS Award ID): From Prisons to Correctional facilities: improving the human rights situation in Sierra Leone's detention centres			
INTENDED OUTPUTS, BASELINES, INDICATORS AND TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	ALLOCATED AMOUNTS (USD)
Output 1 – Institutional capacity of Correctional Facilities is improved in accordance with international human rights standards for inmates and staff			

<p>Baseline:</p> <ul style="list-style-type: none"> • Basic file management system in some correctional facilities and basic training provided to 10 Correctional Officers; • No classification or assessment of inmates carried out and no guidelines in place. • Present estimated capacity of Correctional Services is 1895 • Current prison population is 3314 whereof 1825 are on remand/trial • Outdated assessment of prison capacity and no country guideline as to cells/facilities needed. • Limited industry available to inmates who are most time idle. <p>Indicators:</p> <ul style="list-style-type: none"> • Effective system put in place for tracking detainees (Yes/No); • # <i>correctional staff trained to operate system (pre- and post-tests)</i> • #inmates classified and assessed in four (4) pilot facilities with guidelines established; • % change in Correctional Centres population during project period; # skills training facilities established/refurbished; 	<p>Activity Result 1: Case Management system in place in selected Correctional Facilities and effective processes are well-established to classify detainees</p> <p>Action 1.1.1: Support the SLCS to establish effective detainee/prisoner file and case management</p> <p>Action 1.1.2: Pilot classification and assessment of inmates carried out at Port Loko, Mafanta, Magburaka and Kenema Correctional Centres including production of best practices manual for rolling out in all Correctional Facilities</p> <p>Activity Result 1.2. Correctional Facilities are decongested and equipped to provide services for the inmate population to ensure reintegration to society</p> <p>Action 1.2.1.: Bail/Case review through Prison Courts and legal aid scheme to reduce overcrowding</p> <p>Action 1.2.2.: Development of Accommodation Master Plan</p> <p>Action 1.2.3.: Industries plan for inmates</p>	<p>UNDP SLCS Judiciary/LoD CSOs MOW (Ministry of Works)</p>	<p>Consultant; travel; training; ICT Equipment; ICSC: 143,000</p> <p>Pilot assessment and classification: 15,000</p> <p>Production of best practices manual: 5,000</p> <p>LOA Jud/MOJ and grants legal aid provider(s) (including CSOs): 140,000</p> <p>Assessment and measuring exercise SLCS & MoW: 25,000</p> <p>Planning, Equipment, refurbishment, Training:</p>
---	--	---	---

<ul style="list-style-type: none"> • #inmates engaged in production and earning scheme; profit/savings for prisons • #Correctional Officers and sentenced prisoners certified <p>Targets:</p> <ul style="list-style-type: none"> • By September 2018, a case management system is in place across correctional centres; • 100 staff (30% F) trained to operate the system and to train counterparts where necessary; • Pilot classification and assessment program carried out in four (4) Correctional Centres; • 10% reduction in prison population as a result of bail review and legal aid assistance; • 10 skills training facilities established/refurbished; 250 inmates engaged in production and earning scheme; profit/savings for prisons; • 100 Correctional Officers certified as trainers and 500-600 sentenced prisoners will have received professional certification of skills 	<p>produced and pilot phase implemented including equipping workshops, training inmates, setting up inmate earning scheme and tracking success/profit</p>	<p>180,000</p>
--	---	----------------

Output 2: Capacity of SLCS staff strengthened to ensure the welfare of inmates and the safety and security of society

<p>Baseline:</p> <ul style="list-style-type: none"> Archaic prisons rules still in place but process of drafting new correctional rules started with methodology agreed but additional resources and expertise required; No basic human rights audit conducted; Limited access to healthcare by inmates especially vulnerable and adamant the poor; Lack of infrastructure and basic materials and equipment for the provision of primary healthcare; Limited number of dedicated counsellors and social workers in place to assist in reformation and rehabilitation of inmates; <p>Indicators:</p> <ul style="list-style-type: none"> New Correctional Rules developed (Yes/No); # correctional facilities benefitting from human right audit exercise; % inmates having access to basic health care services within 	<p>Activity Result 2.1. Capacity of the SLCS staff to uphold human rights of inmates is improved</p> <p>Action 2.1.1. Support the SLCS and partners to draft the new Correctional Rules in compliance with international standards and train officers for implementation</p> <p>Action 2.1.2. Support SLCS to carry out human rights audit of facilities (including a South-South Exchange) and develop action plan for improvement</p> <p>Action 2.1.3. Health and Wellbeing of Inmates improved</p> <p>Action 2.1.4. Provision of healthcare equipment to prison clinics</p> <p>Action 2.1.5. Provide Training to SLCS Counsellors and Social Workers to establish and implement Treatment Programs for the well-being and Rehabilitation of Inmates</p>	<p>UNDP SLCS MOJ CSOs MOHS</p>	<p>Consultant/ UN JCSC; DSA, Expenses²⁹: 75,000 Participant travel, per diem: 10,000 Training expenses: 5,000 Dissemination: 10,000</p> <p>Flight tickets and Visas X 7 Participants: 18,000 Per diems & others: 19,000 Consultant expenses for HR Audit Action Plan development & Implementation: 65,000</p> <p>Refurbishment of SLCS clinics & Briefing Note: 152,000</p> <p>Healthcare equipment: 90,000</p> <p>Training by expert 30,000</p> <p>Rehabilitation Programs: 65,000</p>
--	---	--	--

²⁹ Combined expert support, Ghana Retired Correctional Director Ms. Matilda Baffour and DPKO Justice and Corrections Standing Capacity (JCSC) experts based in Brindisi, Italy.

<p>Correctional facilities;</p> <ul style="list-style-type: none"> # new counsellors and social workers recruited and capacitated for the reformation and rehabilitation of inmates; <p>Targets:</p> <ul style="list-style-type: none"> New correctional rules developed and consistently applied by the SLCS; 4 correctional facilities are audited; 70 % of inmates have access to improved healthcare services within 7 correctional facilities; Capacity and skills of 40 staff improved in human rights approaches to healthcare and treatment of inmates; 30 counsellors and 30 social workers recruited and capacitated for the reformation and rehabilitation of inmates. 			
Output 3 – Effective Project Management ensured			
Project Management and oversight;			36,240
Admin Support; transport; Communications, M&E			83,760
GMS (New Project - 8%)			USD 1,500,000
Total Resources (for 27 Months)			

III. RISK LOG

The following are potential risks associated with the implementation of the programme:

#	Description	Category	Probability (P) and Impact (I)	Counter measures / Management response	Owner	Author	Date Identified	Last Update	Status
1	Delay in programme kick-off due to inability to identify suitable experts	Operational	P: Medium I: Medium	The project in the development phase will ensure adequate implementation structures are in place; in addition, steps have been taken to ensure requisite expertise is in place and resource persons would be mobilized within the SLCS senior management	SLCS UNDP	Program Team	June 2016		
2	Short fall in funding for this initiative	Financial	P: Low I: Medium	UNDP has started internal discussions to ensure additional funding is secured with available UNDP Core and BPPS resources for 2017 and 2018 to complement shortfall	UNDP SLCS	Program Team	June 2016		
3	Program might not be sustained due to donor driven support to the SLCS	Political/Financial	P: High I: High	Measures have been developed to ensure that donor contributions are directed toward achieving optimum success; in addition, the design phase of the program has taken into account the need for all processes to be driven and owned by local counterparts with emphasis on developing national capacities for long term engagement and use	SLCS UNDP	Program Team	June 2016		

#	Description	Category	Probability (P) and Impact (I)	Counter measures / Management response	Owner	Author	Date Identified	Last Update	Status
4	Multiple needs to be met, which can be an obstacle to project success	Operational and Strategic	P: Medium I: Medium	The project is designed building on the findings of the assessment of the SLCS and in due consultation with SLCS senior management and staff to ensure prioritization. The flexibility of the project would ensure continuous engagement to make sure project is adapted to meet any changes in the context in the course of implementation	SLCS UNDP	Program Team	June 2016		
5	Conflict in the applicable financial policies and guidelines in the course of the project	Financial	P: Low I: High	Ample consultations have been held between UNDP Project Team and SLCS Senior Management with details provided as to the application of UNDP financial policies and guidelines in the course of the project which are also in line with UNCT arrangements	SLCS UNDP	Program Team	July 2016		

IV. DETAILED BUDGET

UNDP Sierra Leone							
PROPOSAL BUDGET- FOR THE INTERNATIONAL BUREAU OF NARCOTICS AND LAW ENFORCEMENT AFFAIRS (INL)/US State Department							
Proposal Title: From Prisons to Corrections: "Promoting Institutional Reform of the Sierra Leone Correctional Services"							
Funders: INL, UNDP TRAC and BPPS funds							
Project Duration: 27 Months - Expected Starting Date: 1 October 2016; Expected Ending Date: 31 December, 2018							
Action	Brief Description	Year 1	YEAR 2	YEAR 3	Total	INL Support	UNDP Contribution Year 1 Year 2
Output 1 - Institutional Capacity of Correctional Facilities is improved in accordance with International Human Rights Standards							
Activity Result 1.1: Case Management System in Place in selected Correctional Facilities, and Process in Place to effectively classify Detainees and Inmates							
Action 1.1.1: Support the SLCS to establish an effective detainee/prisoner file and case management system (including needs Assessment on CMS across all correctional facilities)	DSA Int./Nat. Consultant		8,000	5,000	13,000	5,000	
	DSA UN JCSC from Brindisi / UNODC		15,000	10,000	25,000	25,000	
	Nat. Consultant Fee		7,000	5,000	12,000	10,000	2,000
	Int./Nat. Consultants flight tickets and in-country Travels		5,000	5,000	10,000	10,000	
	Training Venue Cost		1,000	1,000	2,000		
	Accommodation Participants		2,500	5,000	7,500	15,000	
	Transport Participants		1,500	4,000	5,500		
	Stationery, Printing		2,500	2,500	5,000	5,000	
	ICT Equipment for CMS: Software: Software Developers and Cloud Services; Hardware: 10 Printers, 10 Scanners, 20 Tablets		53,000	20,000	73,000	50,000	13,000
							10,000

Action 1.1.2: Carry out Pilot Classification and Assessment of inmates at Port Loko, Mafanta, Magburaka and Kenema Correctional Centres including production of best practices manual to roll-out in all Correctional Facilities	<i>Flight Tickets - Int. Consultants</i>		6,000	6,000	6,000		
	<i>In-country Travel Costs Int./Nat. Consultant and SLCS Personnel</i>		4,000	4,000	4,000		
	<i>DSA and Fees Int./Nat. Consultants</i>		10,000	10,000	10,000		
	<i>Production and popularization of Best Practices Manual (Editing, Printing, Launching, Media)</i>		5,000	5,000	5,000		
	Subtotal Activity Results 1.1			178,000	145,000	13,000	20,000
Activity Result 1.2: Correctional facilities are decongested and equipped to provide services for the Inmate Population to ensure their Reintegration into Society							
Action 1.2.1: Undertake Bail/case review exercise (Prison Courts) and Legal Aid Scheme to reduce inmate congestion/overcrowding	<i>Letter of Agreement (LOA) with Ministry of Justice and Judiciary (2)</i> ³⁰		30,000	30,000	30,000	20,000	15,000
	<i>Micro Capital Grant (MCG) with NGO Legal Aid providers (2)</i>		40,000	40,000	40,000	45,000	35,000
	<i>Nat. Lead Consultant DSA</i>		2,000	2,000	2,000		
Action 1.2.2.: Develop an Accommodation Master Plan to determine actual Capacity of each of the 17 Detention Facilities Nationwide	<i>Nat. Lead Consultant Fees</i>		5,000	5,000	5,000		

³⁰ Sitting stipends for presiding judges and magistrates, stipends for police prosecutors, State Counsels and SLCS personnel, fuel for generators, transport refunds, courts running costs, legal aid to indigent accused persons, logistical arrangements etc.

			3,000						3,000			
			5,000									5,000
			20,000		20,000				10,000			10,000
			5,000		5,000							5,000
			100,000		50,000		50,000		80,000		20,000	
			65,000		30,000		35,000		30,000		5,000	30,000

Fuel for Visit to 17 Correctional Facilities Nationwide by 6 Staff

DSA for 6 Staff to 17 Correctional Facilities for 2 Nights

DSA and Fees Int./Nat. Consultant

DSA and Fuel SLCS Personnel

Industries Equipment (for Carpentry, Metal, Shoe Making & Mending, Plumbing workshops...etc.); Infrastructure Refurbishment; Establishment of Profit Scheme (Account Opening, Administration)³¹..

MCG Agreement with NGO for Pre-Release Training and Certification of Inmates / Re-integration support (small start-up kids, support for re-establishing family ties, employment internship ³²

Action 1.2.3: Produce Industry Master Plan for inmates and implement pilot phase including equipping workshops, identifying pilot farm, training inmates, setting up inmates earning scheme and tracking success/profit

³¹ Request made by INL to include a lump sum of \$100k. Actual list of equipment to be procured will be determined after the beginning of the project. INL will be consulted after the development of the equipment lists.

³² Request made by INL to include a lump sum of \$65k. This will serve as a more immediate measure (as many people released from prison sentences today - almost have nothing, no clothes, no start-up money, they might have lost their homes and would suffer from community stigma). We hope that the state can later take on this responsibility and the programme will push for this both through SLCS and NGOs. INL will be consulted after an assessment is taken and needs are identified.

Sub-Total Activity Result 1.2:		345,000	195,000	95,000	55,000	
Total Output 1:		523,000				
Output 2: Strengthened Capacity of SLCS Staff to ensure the Welfare of Inmates and the Safety and Security of Society						
Activity Result 2.1: Capacity of the SLCS Staff improved to uphold Human Rights of Inmates						
Action 2.1.1: Support the SLCS and partners to draft the new Correctional Rules in compliance with international standards and train officers for implementation	Flight Tickets UN Justice & Corrections Standing Capacity Support from Brindisi or HR Expert Organisation / UNODC	3,000	5,000	10,000	18,000	18,000
	DSA UN JCSC Advisors	7,000	10,000	15,000	32,000	2,000
	Flight Tickets Int. Consultant		3,000	5,000	8,000	
	DSA and Fees Int. Consultant		7,000	10,000	17,000	
	Editing and Printing of new Rules			5,000	5,000	
	Launching and Dissemination of Rules			5,000	5,000	
	Stationery for Training			3,000	3,000	
	Training Venue Cost			2,000	2,000	
	DSA Participants			6,000	6,000	
	Transport Participants			4,000	4,000	
	Exchange visit (Flights X 7 Participants, Visa Costs)		16,000		16,000	
	Visa Costs for 7 Participants		2,000		2,000	
	DSA Participants			17,000	17,000	
	Participants In-Country Transport			2,000	2,000	
	Action 2.1.2: Support SLCS to carry out human rights audit of facilities (including South-South Exchange) and develop and implement an Action Plan for improvement (including reorganization, establishment					

of new procedures for visit, implementation of most key overriding recommendations....etc.)	Expert costs Fees				8,000	4,000	12,000	12,000		
	Other Trip Expenses				2,000	1,000	3,000	3,000		
	Flight Tickets Int. Consultant, Carry out HR Audit and Develop Action Plan				3,000	3,000	6,000	1,000	5,000	
	DSA and Fees Int. Consultant HR Audit				17,000	7,000	24,000	19,000	5,000	
	Implementation of key Recommendations of Action Plan				20,000	15,000	35,000	20,000	5,000	10,000
	Refurbishment of existing Health Clinics (Electricals, Plumbing, Painting, Roofing, and Construction of Drainages etc.) ³³				90,000	60,000	150,000	60,000	40,000	
	Preparation of Briefing Note for MIA				1,000		1,000		1,000	
	Media				1,000		1,000		1,000	

³³ Request made by INL to include a lump sum of \$150k. Actual list of equipment to be procured will be determined after the project has begun. INL will be consulted after the development of the equipment list.

Action 2.1.4: Provision of Healthcare Equipment and Consumables to Prison Clinics	Purchase of Healthcare Equipment for 5 populated Detention Facilities ³⁴	50,000	40,000	90,000	60,000	20,000	10,000
Action 2.1.5: Provide Training to SLCS Counsellors and Social Workers to establish and implement Treatment Programs for the well-being and Rehabilitation of Inmates	Int. Consultants Flight Tickets to	4,000	4,000	8,000	8,000		
	DSA and Fees Int. Consultant to develop and establish Curriculum for Rehab of Inmates	16,000	11,000	27,000	2,000	10,000	15,000
	Stationery, Training of Social Workers and Counsellors	5,000	5,000	10,000	5,000	5,000	
	Training Venue	5,000	5,000	10,000		5,000	5,000
	Printing of Curriculum	5,000	5,000	10,000		5,000	5,000
Sub-Total of Output 2:				524,000	287,000	127,000	110,000
Grand Total Direct Project Costs (Outputs 1 & 2)				1,047,000			
Output 3 Effective Project Management Ensured							
Personnel (Costs over 2 years)	Rule of Law Specialist and INL Project Manager 50 % (24 months IP Staff-P3 Level)	110,000	110,000	220,000	220,000		
	National Rule of Law Officer 50 % (NOC-12 Months)	9,420	9,420	18,840	18,840		

³⁴ Request made by INL to include a lump sum of \$90k. Actual list of equipment to be procured will be determined after the beginning of the project. INL will be consulted after the development of the equipment list.

	<i>Programme Associate 50 % (Service Contract-SC-12 Months)</i>	4,200	4,200	8,400	8,400		
	<i>International UN Volunteer, 50% (12 Months)</i>	18,000	18,000	36,000	36,000		
Project Team Field Visits	<i>Monitoring & Oversight</i>	6,000	6,000	12,000	12,000		
Implementation Support Services	<i>Programme Oversight and Management Cost, Communication, Gender, Security</i>	25,000	25,000	50,000	50,000		
M & E (2%)		12,000	12,000	24,000	24,000		
Subtotal of Output 3				369,240	369,240		
GMS (New Project - 8%)				83,760	83,760		
GRAND TOTAL (USD \$)				1,500,000	1,080,000	235,000	185,000

V. TIMELINES-INL PROPOSAL: FROM PRISONS TO CORRECTIONAL FACILITIES: "PROMOTING INSTITUTIONAL REFORMS IN THE SIERRA LEONE CORRECTIONAL SERVICES"

Output 1: Institutional capacity of Correctional Facilities is improved in accordance with international Human Rights Standards															
Activity Result 1.1: Case Management system in place in selected Correctional Facilities and effective processes are well-established to classify detainees															
Activities	2016			2017			2018			2018					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Action 1.1.1: Support to the SLCS to establish an effective detainee/prisoner file and case management system															
Action 1.1.2: Carry out Pilot classification and Assessment of inmates and develop Best Practices Manual															
Activity Result 1.2: Correctional Facilities are decongested and equipped to provide services for the inmate population to ensure reintegration to society															
Activities	2016			2017			2018			2018					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Action 1.2.1: undertake Bail/Case review through Prison Courts and Legal Aid scheme to reduce overcrowding															
Action 1.2.2: Develop an Accommodation Master Plan for the SLCS															
Action 1.2.3: Produce															

U.S. STATE DEPARTMENT - INL REPORTING REQUIREMENTS

INL requires **quarterly written reports**, to include the following:

Scope

- Summary of significant achievements related to the project objectives. Please provide relevant quantitative and qualitative data, and relevant photos.
- For each project objective, are actual achievements *Exceeding, Meeting, or Trailing* in relation to the project plan? Provide brief analysis of each, including any needed adjustments to the project.

Cost

- Is the project *Over budget, On budget, or Under budget* (based on Percentage of period of performance completed vs Percentage of funds expended).
- Actual average monthly burn rate.

Schedule

- Are all project personnel in country?
- Are project activities *Ahead of schedule, On schedule, or Behind schedule*?
- List significant project activities/events planned for the next 3 months.

Other

- Provide brief remarks on any assistance that the U.S. Embassy or INL could provide to contribute to the objectives of this project.

Bi-monthly conference calls

Furthermore, UNDP is required to facilitate bi-monthly conference calls comprising all members of the project team, including but not limited to UNDP/SL Programme Manager and programme staff, U.S. Embassy Freetown and INL/DC office to ensure additional updates on the programme on a regular basis.