

UNITED NATIONS DEVELOPMENT PROGRAMME**MISSION REPORT SUMMARY****Date: 14 September 2018**

Name: Louise Simonsen Aaen, INL Project Manager **Tel No. 078 – 133 - 756** **Travel Authorization #: Yes (GTL)**

Approved Mission Itinerary: Sierra Leone Correctional Service – International Correctional Management Training, Colorado, USA	List of Annexes (if any to this document): 1. ICMTC Training Programme; 2. List of Participants 3. SLCS delegates Capstone presentations (Annex 1 and 2)
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(From) Inclusive Travel Dates (To) 12 – 26 Aug 2018	Key counterpart(s) in each location: International Correctional Management Training Center (ICMTC), Bureau of International Narcotics and Law Enforcement Affairs - US Department of State (INL/US), Sierra Leone Correctional Service (SLCS) and Prison Watch Sierra Leone (PWSL)
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Objective(s) of Mission:

1. Support the SLCS during the training programme and follow-up to ensure SLCS successful implementation of training capstone(s) upon return to Sierra Leone
2. Strengthened awareness of correctional management and international best practices

Background:

On 1 October 2016 the Sierra Leone Correctional Service (SLCS) with support from Bureau of International Narcotics and Law Enforcement Affairs under the US Department of State (INL/US) and United Nations Development Programme (UNDP) launched their new 27 month 'From Prisons to Corrections' project to: (1) Improve institutional capacity of Correctional Facilities in accordance with international human rights standards for inmates and staff, and (2) Strengthen capacity of SLCS staff to improve on the welfare of inmates and ensure the safety and security of society.

The project is in its last year of implementation. Sequentially, the INL/US have been funding SLCS Officers to attend Correctional Management and Industries training at the International Corrections Management Training Center (ICMTC) in Canon City, Colorado. So far 20 SLCS Officers have benefited from this training and which have seen improvements such as SLCS procedures for key and tool controls, prison farming activities commenced, individual Facility Managers developing action plans for Centres to mention a few. From 13 – 25 August 2018, INL has offered its third training opportunity for 9 SLCS Officers and 1 Officer from Prison Watch (PWSL) a local civil society organisation. The training team will be together with a similar mission team from Central African Republic where INL equally is supporting correctional reform. As per previous practice, INL has requested UNDP to accompany the mission team and also ensure follow-up on training objectives, capstone and commitments once the SLCS Officers return to their posts in Sierra Leone.

Main Findings:

- The Sierra Leone delegation was led by Regional Commander South, Ms. Salimatu Bangura and comprised 9 SLCS officers, including facility managers, reception officers and also SLCS HQ support staff as well as 1 PWSL staff member – the research, monitoring and evaluation officers.

- The delegates remained interested and participated actively throughout the 10 days of training. The SLCS officers appreciated the different modules offered during the Correctional Management Training and reflected on these against their local context. One example is the classification and management module and the visit to the Denver Intake facility where prisoners are classified following sentencing by the Colorado Courts. Several of the SLCS Officers had participated in the development and implementation of the pilot inmate classification tool prior to the ICMTTC training and valued the opportunity to witness a fully functional classification system – and appreciated how this effectively assists the Correctional Service in Colorado to ensure placement of inmates against their needs and security risk;
- Already from the first week, the delegates started to discuss and identify suitable capstones which was not an easy process for them, as they also wanted to be sure that the two capstones would be realistically attainable upon return to Sierra Leone. The two groups final selection was 1. Classification and, 2. Security – Development of Riot Control Policy and training of staff (see Annex 1 and 2) which were presented to the ICMTTC trainers and other participants;
- During debriefing with UNDP INL Project Manager, the delegates discussed strategy to ensure achievement of these same capstones. This included presentation of capstones to Senior Management SLCS upon return to Sierra Leone and holding a follow-up meeting for Colorado Team 1, 2 and 3 on their respective capstones and progress so far in October 2018, which UNDP committed to also discussing with the SLCS Director General and Deputy Director General. (The debriefing meeting and presentation to SLCS senior management took place immediately upon return);
- Delegates also placed emphasis on new acquired knowledge from the ICMTTC training and that this would prove helpful if their future work, including to support implementation of the ongoing classification pilot, the industries masterplan and already ongoing initiatives in relation to educational programmes for both Correctional Officers and inmates;
- A key finding by the SLCS Officers and UNDP also included that of the lack of a preventive maintenance plan (PMP) for the Correctional Service in Sierra Leone, UNDP will support discussions with SLCS Senior Management to develop a PMP;
- The delegates urged the UNDP INL PM to recommend to the INL/US that more SLCS Officers be considered for a similar training programme in the future. In furtherance, they queried whether it could be possible also to receive the ICMTTC trainers in Sierra Leone in support of further progressing their reform priorities under the SLCS Strategic Plan.
- The UNDP INL Project Manager also sincerely appreciated witnessing the ICMTTC trainings and methods applied by senior Correctional Training Advisers and not least field visits to Correctional Facilities.

Recommendations:

- Given the upcoming intervention within the UNDP/INL project support to SLCS in enhancing the Correctional Training Academy capacity including to review and further develop the training school curricula, it is a key recommendation of this report that the possibility to collaborate with the ICMTTC Training Institute and trainers be explored. Given the vast experience of the trainers also with providing training at ICMTTC and at their own training academy for new officers, but also the advantage for the ICMTTC in terms of also gaining further contextual knowledge of challenges and opportunities for advancing correctional management in countries such as Sierra Leone;
- That possible future US/INL trainings offered to SLCS staff also include a representative from UNDP – as this provides a useful insight into capacities of the Correctional Service officers participating and allows UNDP to follow-up on commitments made in terms of capstones;
- UNDP INL PM will support the initiative of the SLCS Officers to hold a capstone meeting with ‘Colorado ICMTTC 1,2 and 3 in October 2018.

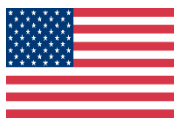
<p>Follow up actions:</p> <ul style="list-style-type: none"> • Support SLCS in arranging debriefing meeting for 9 Officers and 1 PWSL delegate with SLCS Senior Management and arranging a follow-up meeting/workshop for ICMTC SLCS Team 1, 2 and 3 (October 2018); • Discuss the development of a preventive maintenance plan for the Correctional Service; • Support SLCS in ensuring regular updates with MIA and Correctional Council. 	<p>Distribution (copy to):</p> <ol style="list-style-type: none"> 1. Huber Parsons, INL Program Officer Washington 2. Rule of Law Specialist Walter Neba, Governance Cluster TL Annette Nalwoga and DTL Josephine Scott-Manga
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Attachment 1 – ICMTC Training Agenda

Correctional Institution Management					
Country(s) Attending					
Dates of Course					
Course Agenda					
DAY 1		DAY 2		DAY 3	
MON		TUE		WED	
Morning (AM)	Icebreaker	Team Recap of Previous Day	Team Recap of Previous Day	Team Recap of Previous Day	Team Recap of Previous Day
	Introductions	Group Presentations	Field Observation Pre-Brief (DRDC/DW)	Correctional Industries	Leadership
	Center Overview and Expectations	Offender Inprocessing	Field Observation of DRDC/DWCF	Correctional Industries Tour	
Lunch	Lunch	Lunch	Lunch	Lunch	
Afternoon (PM)	Pre-Assessment	Judicial Processes	Field Observation of DRDC/DWCF	Tool & Key Control Procedures	Emergency Management
	SMR				
	Ethics/Professionalism	Field Observation of Fremont County Jail	Field Observation of Capital Building		
	CIM Capstone Introduction		Field Observation De-Brief (DRDC/DW)		
DAY 6		DAY 7		DAY 8	
MON		TUE		WED	
Morning (AM)	Team Recap of Previous Day	Team Recap of Previous Day	Team Recap of Previous Day	Team Recap of Previous Day	ICMTC Group Leader & Delegation De-Brief
	Classification and Management*	Preventative Maintenance	Field Observation Pre-Brief (CTCF)	Staff Administration	Post Assessment & Course Evaluation
			Field Observation of CTCF	Games Offenders Play	Prison Museum Pre-Brief, Visit and De-Brief
Lunch	Lunch	Lunch	Lunch		
Afternoon (PM)	Visitation	Security Operations	* Offender Programs	Delegate Presentations	Graduation
			CIM CAPSTONE		

Attachment 2 – List of Participants

UNIT	RANK/Position/Institution	NAME
1	Regional Commander	Ms. Salimatu Kohyee Bangura (Head of delegation)
2	Officer-in-Charge Moyamba	Mr. Momodu Sillah
3	Officer-in-Charge Makeni	Mr. John Pessima
4	Officer-in-Charge Freetown	Mr. Arnold Brian Coker
5	Commanding Officer Freetown Female	Ms. Irene Zainab Sesay
6	Officer-in-Charge Bo	Mr. Joseph John Senessie
7	Staff Officer	Mr. Fatorma Momoh
8	Monitoring and Evaluation Officer	Mr. Lamin Sheriff Kamara
9	Transport and Escort Officer Freetown	Mr. Joseph Goba
10	Prison Watch Monitoring, Evaluation and Research Officer	Mr. Ahmed Jalloh
11	UNDP / INL Project Manager	Ms. Louise Simonsen Aaen



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